

**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANISATIONAL
PERFORMANCE OF HUMANITARIAN NON-GOVERNMENTAL ORGANIZATIONS
IN KENYA; CASE OF REFUGEE CONSORTIUM OF KENYA**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF MASTER'S DEGREE IN BUSINESS MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

OCTOBER, 2024

DEDICATION

I am grateful to God for taking me this far and to my family members, for their unwavering encouragement, support and patience during my study.



ACKNOWLEDGEMENTS

I am immensely thankful to my supervisor, Dr Jenniffer Muriuki for her valuable critic, guidance and immeasurable support in developing this research. I am also thankful to Dr L. Kibe and Dr I. Abuga at the School of Business and Economics for their guidance during this process.



ABSTRACT

Strategic management practices have been argued by many scholars to foster performance of organizations in realizing their mission statement and vision. This has made many traditional organizations to entrench strategic management practices with a view of sustaining their operational performance. Due to challenging operational environment, humanitarian Non-Governmental Organizations have not been left in either case and continue to strive to strike a balance between meeting their clients' expectations and their general performance and sustainability. This presented the need for the current study that examined the influence of strategic management practices on the performance of humanitarian non-governmental organizations in Kenya. The study specifically focused on the influence of strategy formulation, strategy implementation, strategy communication and performance evaluation on the organizational performance of Refugee Consortium of Kenya. The study was anchored on resource-based view theory, behavioral theory of the firm and stakeholder theory and adopted a descriptive design to demystify how strategic management practices affected performance of Refugee Consortium of Kenya. The target population of the study comprised of 48 management employees from Refugee Consortium of Kenya. Since the target population was small, the study adopted a census approach which allowed for inclusion of all members of the population into the study. Data collection was done using structured questionnaires that were administered to the respondents through a drop and pick method. Collected data was analyzed using descriptive statistics and inferential statistics with an aid of SPSS software. Findings revealed that strategy formulation, performance evaluation, strategy implementation and stakeholder engagement all had positive significant influence on the organizational performance of Refugee Consortium of Kenya. The study therefore, recommended for robust measures to be undertaken to provide leeway of incorporating organization concerns during strategy formulation in the organization not only in RCK. On performance evaluation, the study recommended for incorporation of strategic control measures, performance monitoring tools and key KPIs to enable them address issues that may hinder them from aligning themselves to their strategic purpose. The study suggested that more researches could be done on other aspects of strategic management practices that influence performance not only in the humanitarian sector but other sectors and compare results.

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LIST OF ABBREVIATIONS AND ACRONYMS

APA	: American Psychological Association
BTF	: Behavioral Theory of the Firm
CBOs	: Community Based Organizations
KPIs	: Key Performance Indicators
NACOSTI	: National Commission for Science, Technology and Innovation
NGOs	: Non-Governmental Organizations
OP	: Organizational Performance
PEV	: Performance Evaluation
RBV	: Resource Based View
RCK	: Refugee Consortium of Kenya
SF	: Strategy Formulation
SEN	: Stakeholder Engagement
SIM	: Strategy Implementation
SMEs	: Small and Medium Enterprises
SPSS	: Statistical Packages for Social Sciences
UN	: United Nations
WHO	: World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The performance of organizations rests on their adoption of strategic management practices. Organizations that engage in effective strategic management practices are able to sustain their operations and engage their stakeholders while operating in changing contexts. Prajogo (2016) asserts that the imperativeness of strategic management practices can be viewed from four areas which are as follows: scan of the contextual environment, development of the strategy, and linkage of strategic objectives and goals to the organizations available and projected budgets and strategic plans. An analysis of the linkage between strategic management practices and performance of organizations is necessary to enhance understanding on strategy application in practice and to improve organizational performance (Chaibakhsh (2017). According to Grant (2015), strategy initiatives and directions, such as mission and vision statements, cost-saving goals, and debt-to-equity ratio targets, are put up by an organization's management to provide a framework of constraints and objectives that bind and direct strategic choices.

Business organizations, including those in the public sectors and private sectors, have all incorporated strategic management practices as a crucial element for effective organizational performance. Strategic planning is one of the numerous components of strategic management approaches, the initial step of the process that establishes the foundation for the next stages (strategic implementation, assessment, and control). The framework for developing and putting into effect strategies, according to Steiner (2014), is provided by strategic management practices. However, it is asserted that a supportive organizational environment and culture are necessary for strategic management practices to produce outcomes. According to Ansoff (2011), the environment in which

the business operates is continually changing; thus, it is essential to continuously adapt better actions if you want to succeed. Organizations need strategies to address the new issues and the customers' changing needs in order to continue operations in an evolving environment. Changes brought about by strategic management techniques may occasionally run into organizational

opposition. According to Thompson and Strickland (2016), effective performance depends on energizing organizational-wide commitment to the selected strategic practices.

Onyoni (2022) asserted that Non-Governmental Organizations (NGOs) are effective in mobilization and bringing change to communities through various sectors. NGOs mainly rely on donor funding to run their projects. Most donors prefer to analyze NGOs strategic management practices so as to have an idea of the type of NGO they are liaising with, and whether their work, organizational systems and culture, match with the donor's interests. Furthermore, Ozturk (2020) noted that in many instances, NGOs develop strategic management practices with the main intention of attracting donor funding with minimal consideration on whether the strategies engaged have an overall impact on the organizational performance.

According to Abdel-Kader and Wadongo (2018), the changing global environment with shrinkage of funds and corporates also delving into NGO work through corporate social responsibility initiatives denotes that NGOs need to have clear strategic management practices whose main intention is to influence organizational sustainability. The changes in the environment from both new and emerging actors denote that NGOs must remain relevant to donors and communities. Strategic management practices are effective mechanisms of ensuring that NGOs refocus on their strategies to optimize on organizational performance, organizational sustainability and achieve their missions (Meresa, 2019). In this study, the Refugee Consortium of Kenya (RCK), a humanitarian NGO, was used as a case study to evaluate the influence of strategic management practices on organizational performance.

1.1.1 Global Perspective of Strategic Management Practices

The relationship between humanitarian non-governmental organizations' organizational performance and strategic management strategies have been trailed to varied situations and backgrounds by scholars globally. For example, a study conducted in Indonesia by Omar, Muhsain, Ami, Wahab and Bhakari (2020) indicated that strategic management practices were vital in enhancing and influencing the direction of the organization which in turn affected the organization's performance.

In Palestine, Aboramadan and Borgonovi (2016) studied the influence of strategic management practices on NGOs with a focus on financial performance. The research interrogated the correlation

between environmental scanning, formulation of strategies, implementation, and strategy monitoring and evaluation on NGOs performance in Palestine. The study findings indicated that strategic management practices positively influenced the organizations non-financial performance as well as their financial success. In addition, the study suggests that NGOs reliance on strategic management practices will enable the organization to realise and accomplish immense and positive performance.

Additionally, Singh, Kebangsaan and Ziza and Senix, (2021) observed from their study on the strategic management practices and performance of cooperatives in Malaysia, that conception of strategies, execution, monitoring and control affected performance of cooperatives. In Indonesia, Agussani and Akrim (2021) noted that a myriad of NGOs experiences enormous pressure as a result of the type of interventions that they implement which have a social cause in nature. According to the findings from the study, outward environmental pressure had a symbolic and positive impact on the development of strategic approaches that streamline environmental and social actions, which spurs the organizations management to enhance their outputs and performance within Indonesia.

Anthony-Caballero, Cook and Chen (2021) analyzed the impact of knowledge management as a part of strategic management practices, constraints and proposed recommendations for other strategic management practices among humanitarian organizations in the Asia – Pacific region. The study was informed by humanitarian organizations who were progressively acknowledging that sharing information and exchange are essential and intrinsic elements of organizational performance, however knowledge management practices generally in humanitarian organizations were inadequate. Moreover, Sarker and Rahman (2018) analyzed the correlation between strategic management practices developed by the top management and the performance of non-governmental organizations in Bangladesh with respect to the financial aspect. The study observed that strategy evaluation and management was influential over the progress of the financial performance of NGOs. The study findings lobbied for inclusion and integration of impactful strategic management practices to facilitate competitiveness and long-term financial success among NGOs in Bangladesh.

In Berkeley, USA, Murtaza and Austin (2015) illustrated that generally, funders in the global sphere and host governments have progressively become perturbed with the expansion in size and the intricacies of humanitarian NGOs operations in southern hemisphere or developing countries. This

they emphasized, required the ratification of seasoned strategic management practices that are visible and implemented at the country and international levels that will undertake to secure their NGOs prosperity. The study determined that strategic donor relationships, active partnership relations, critical development of the organizations operations and target on amending institutional engagements with donors, including other key players who are essential in building the performance of humanitarian NGOs.

1.1.2 Regional Perspective of Strategic Management Practices

Mohammed (2021) studied the consequences of strategic management practices on performance of NGOs organizations operating in Mogadishu, Somalia. The study appraised the effect of formulation of strategies, implementation of strategies and evaluation of strategies on the performance of organizations. The findings indicated that formulation of strategies, execution of strategies, and evaluation of strategies, contribute substantially to have an impact on the performance of organizations in Mogadishu Somalia telecom enterprises that were selected for this study. The conclusion of the study was that the management team of NGOs' must utilize strategic management approaches to boost their performance.

A study conducted by Nangoli, Namiyingo, Kabagambe, Namono, Jaaza, and Ngoma (2016) on involvement of stakeholders in interventions related to health, among NGOs in Uganda illustrated that involvement of stakeholders was important in influencing organizational performance. The engagement was based on various modes such as consultation, decision making, and participation; additionally, beneficiaries had to be involved in making decisions to facilitate involvement of stakeholders. However, just consulting stakeholders does not guarantee that project implementers would take their suggestions and concerns into account.

Non-governmental organizations (NGOs) in Tanzania and other neighboring countries have repeatedly underperformed owing to a lack of support from key stakeholders (Biteko & Ismail, 2020). This led to a study on the possible causes of NGOs' low performance as well as measures for improving their outcomes. According to the study, the major reason non-governmental organizations (NGOs) to have such poor management and productivity, was a lack of strategy plans.

Development projects in Nigeria's Niger Delta, according to Ekung, Okwokwo, and Odesola (2014), includes various stakeholders in the community who must be extensively involved before

commencement of any intervention, a process that involves managers of the projects and delegates from the communities. This process was impeded by a number of hurdles, including issues with leadership during stakeholder selection, minimal stakeholder participation in policy creation, and an unclear engagement strategy.

1.1.3 Local Perspective of Strategic Management practices

Strategic management practices and performance in NGOs have also been reviewed locally through various studies. For example, Odhiambo and Njuguna (2021) on their study on health NGOs in Nairobi, put emphasis on examining the environment, strategy formulation, strategy planning, implementation and monitoring and evaluation. The conclusion of the study was that the performance of NGOs in the health sector was significantly and favorably affected by strategic planning, scanning/analysis of the environment, strategy implementation, evaluation, and monitoring. The study also concluded that the performance of health NGOs is not significantly impacted by the creation of strategy. The result suggests that NGOs should expand their stakeholder cooperation, boost resource mobilization, analyze threats and opportunities, and involve staff in strategic planning and implementation in order to improve their strategic management processes.

Kituma (2022) reviewed the influence of strategic management practices on funds allocation among NGOs in Nairobi County. The researcher observed that survival of NGOs was greatly influenced by key elements of strategic management practices adopted by the organizations. The key factors of strategic management practices such as scanning of the environment, formulation of the strategy, implementation and monitoring were found to influence how limited resources in NGOs were allocated among various departments. The need for strategic management practices when allocating the limited funds received by NGOs, as well as an increased demand from donors for accountability of NGOs' resources, led to the redesign of NGO program implementation strategies to include cost recovery constituents, in which program beneficiaries also contribute to the program costs.

Cherotich (2022) asserts that increase of NGOs in Kenya has placed more pressure on limited donor funding and donations, leading to intense competitiveness for the scarce resources. The study noted that most NGOs adopt strategies that are aimed at building vibrant dynamic competitive positions to realize their goals. The study further observed a positive interrelationship between strategic management practices and performance of NGOs. Moreover, Kimanthi (2015) further notes that

organizations need to formulate prudent strategies that are appropriate to the organization, the industry and the situational environment.

Kihara (2017) on a study of practices related to strategic management and performance of agricultural NGOs in Nairobi, looked at various strategic management practices employed by NGOs, challenges faced and the interrelationship between strategic management practices and performance. The research noted that better understanding of strategic management practices by policy makers and host nations would significantly lead to performance improvement as well as streamlining NGO activities for increased funding and accountability.

1.1.4 Strategic Management Practices

Odhiambo and Njuguna (2021) observe that an organization's major policies, actions, and goals are all included into a strategy, which is a plan designed to help the business achieve its long-term goals. According to Palladan and Adamu (2018), strategic management practices include environment assessment, strategy formulation, strategy planning, strategy implementation, monitoring, and evaluation of performance achievement. According to Brown (2014), NGOs often grapple to demonstrate a coherent association between their goal, vision, and mission. Thus, in order for the organisations to make due consideration for services that are exceptional to their stakeholders, strategic management provides these organizations with models that may be implemented to deal with the problems faced by NGOs.

Furthermore, Park and Mosley, (2017) contended that strategic management practices supports NGOs in sorting out concerns related to funding insecurity. According to Aboramadan and Borgonovi (2016), strategic management practices promote the growth of relationships, which enables organizations to uphold long-lasting ties with contributors. NGOs base their strategic strategies on the achievement of their objectives and performance measurement. Due to time and resource constraints, the majority of NGOs are unable to implement formal strategic management processes (Maher, Samir & Ghoneim, 2020).

The role of strategic management practices has been explored in various contexts by NGOs, for instance Borgonovi (2016) looked at scanning of the environment, formulation of strategies, strategy implementation and M&E on financial performance. Similarly, Waweru and Omwenga (2015) and Thomas and Joyce (2017) studied the same strategic management practices on private

construction firms and state corporations respectively. The current adopts strategy formulation, communication, implementation and performance evaluation strategies to examine the sustainability of humanitarian NGOs in Kenya.

Odhiambo and Njuguna (2021) opine that strategy formulation (SF) entails long-term planning that takes into account the firm's environmental effect as well as its strengths and shortcomings in order to ensure that the organization can sustain its current level of productivity and sustainability. Yet Gacheru (2018) states that strategy formulation encompasses a set of deliberate actions that are used to gain a competitive advantage. Niculae et al., (2010) point that SF enables organizations to develop a set of directions and roadmaps to realize its stated objectives, mission and vision. SF involves the important formulation of realistic organizational goals, objectives, missions, and strategies.

According to Tapera (2016), a corporation seeks to modify its goals and plans in order to be successful in formulating its strategies and creating a sustainable performance. Organizations need to formulate prudent strategies that are appropriate to the organization, the industry and the situational environment. Timely and effective communication of the various forms of strategic approaches enables all stakeholders focus on attaining the organizational goals which they will take ownership over, as they are involved in the processes and can easily provide robust feedback mechanism (Kimanthi, 2015).

Kibe (2014) cites that communication is a contributory aspect of management in the organization process as the flow of communication across various departments and the different staff levels affects efficiency, decision making and overall performance. Organizations that are not constituted well, ineffective processes, bureaucratic systems, misaligned incentives, disorganized goals/objectives and priorities, trust levels that are low, and feedback loops can all contribute to communication problems (Kibe, 2014). Communication is integrated into organizations performance plans to ensure smooth implementation of management strategies. Organizations that are eager to achieve their strategic goals/objectives must establish clear strategies that facilitate communication. Strategy management practices are effective in instances where employees are involved and thus, they are continuously working towards attaining the organizations goals (Anthony, 2014).

The process of implementing a strategy is fundamental and significant in strategic management process. Organizations must successfully implement their plans in order to improve their performance in order to be successful (Sharabati & Jamal, 2014). Kihara, Bwisa, and Kihoro (2016) have accordingly indicated, that different avenues or styles of management in strategy management implementation process will influence the performance of an organization. Strategy implementation comes after strategy formation, making it a crucial component of strategic management (Nwachukwu, Chladkova, & Fadeyi, 2018).

Implementation of the strategic management process is imperative in organizations. It includes measures that have been formally documented to direct the organization toward achieving its goals (Gachuma, 2018). An organization can accomplish the stated goals with proper resource allocation and coordination (Gatheru, 2018). To ensure the organization runs well, management must regularly inform staff of its desired strategies and continuously structure and organize the business (Gabow, 2019). Additionally, strategy implementation helps an organization to adjust to the volatile economic environment they operate in by implementing new strategies that produce a sustained competitive advantage (Ekom, 2012). Thus, the successful implementation of a strategy may be effective in enhancing an organization's performance (Gawankar, Kamble, & Raut, 2015).

1.1.5 Non-Governmental Organizations Sector in Kenya

Non-Governmental Organizations (NGOs) are independent organizations that are voluntary in nature. NGOs serve as a buffer between the state and the market on the one hand, and the people on the other (UN, 2016). Even while they are sometimes the result of individual ideas, NGOs can also be public organizations that help other people. According to Brown (2014), they might be "client-oriented" or "member-oriented" organizations.

In Kenya, non-governmental organizations are critical in tackling social and economic matters. Their membership is varied, including representatives from numerous CBOs and organizations, as well as regional, national, and worldwide NGOs. The non-governmental organizations implement a variety of programs that influence communities in sectors related to education, health, social welfare, and economic improvement, particularly in underserved areas. Along with efforts to advance different causes like peace, governance, feminism, fundamental rights and freedoms,

gender justice, and alleviation of poverty eradication, the focus also encompasses sustainable social, environmental, and economic development processes (Onyoni, 2022).

NGOs sector is regulated by the NGOs Coordination Board. The board promotes the fundamental principles of honesty, openness, responsibility, justice, and sound government. Between 2018 and 2019, NGOs saw total growth of nearly 100%. According to NGO Board (2019) statistics, Kenya is home to 11,262 NGOs.

1.1.6 Overview of Humanitarian Non-Governmental Organizations Sector

NGOs encounter a variety of operational challenges as they work to accomplish their objectives (Kinyuma, 2014). NGOs need resources to be able to serve the community, according to Batti (2014), and the viability of the NGO depends on the effective management of these resources. Meeting the demands of donors, employees, volunteers, civil society organizations, government regulators, partners with like-minded objectives, and the beneficiaries themselves is a challenge. For NGO management teams all across the world, trying to meet these varied demands has become a significant issue (Hall & O'Dwyer, 2017).

According to Mitchelle et al. (2015), non-profit organizations are essential for promoting societal growth, community development, and enhanced civic participation in the communities since they are more involved in satisfying the needs of numerous stakeholders. They assert as well that NGOs perform a significant function in the progression of socioeconomic development of nations with scarce resources, demanding close cooperation to accomplish their goals. The absence of strategic management methods has a substantial impact on NGOs' ability to raise the funds required to meet their organizational objectives (Mosley, Maronick, & Katz, 2012). Therefore, they must use strategic management techniques to strengthen their bonds with key partners and forge cooperative partnerships with external businesses (Bryson & Altson, 2011).

NGOs in emerging economies have reportedly been doing worse compared to those in developed nations, according to Omondi and Mithini (2019). One of the key elements affecting these NGOs in carrying out their missions, achieve value for money, sustainability, and innovation is information asymmetry. According to a McKinsey-devev survey methodology, 64% of projects sponsored by donors fail (Anunda, 2016). The capacity of NGOs to raise the money necessary to achieve their organizational goals is significantly impacted by the absence of strategic management practices (Mosley, Maronick, & Katz, 2012).

The governance of NGOs is also highly complicated, with majority being run by boards that are self-appointed and have no clear exit or succession plan for the board members or directors (Lewis, 2014). These issues affect organization's management, output, general performance and their sustainability. Therefore, effective non-governmental organizations must keep making investments in strategic management techniques that can help them achieve their objectives (Mukasa, 2016). NGO being an entity with varied individuals from diverse backgrounds and many production circumstances, require organization to promote teamwork and collective effort, which are vital elements that determine whether an organization succeeds or fails (Bryson, 2018).

According to the NGO Coordination Board's annual NGO sector report, which was released in January 2020, the NGO sector in Kenya augments and considerably contributes to the government's national development efforts which are in tandem with the Sustainable Development Goals (SDGs), Kenya Vision 2030, and other development plans. Strategic management practices in the NGO sector are a combination of expertise from within and outside the non-profit organization (Bresser & Bishop, 2003). According to Pearce & Robinson (2008), strategic management practices in the non-profit sector entails definition of vision and statement purpose. The procedure engages choices based on the operational environment.

According to Shirley (2016), strategic decisions within organizations influence how the organization relates with its internal and external environment which is critical for the posterity of the organization. Many non-governmental organizations continue re-strategizing on their goals, visions and missions to enable appropriate adjustments to changes in the environment. These are done in light with innovations and trends informed by competitors or client's needs.

1.1.7 Refugee Consortium of Kenya

Refugee Consortium of Kenya (RCK) is a Non-Governmental Organization (NGO) established in 1998 to address the deteriorating and complex refugee situation in Kenya, the Great Lakes region, and the Horn of Africa in general. The organization's mission has changed throughout the years since it was founded, but it continues to be important to both the displaced and host populations. Since 1998, the group has worked to change social attitudes and norms, policies, regulations, and public opinion in order to safeguard and advance the wellbeing, voice, and dignity of displaced and host people. This work has involved influencing government, partners, and donors.

RCK strategic programmatic pillars of legal assistance and governance, peace and social justice, women's and girls' empowerment, mental health and psychosocial support, and organization

growth are meant to help the organization achieve its mission. RCK has also made investments in delivery routes using a variety of strategic approaches, that includes advocacy and thought leadership, innovation and learning, capacity building and support, partnerships and localization, and strategic communication, to achieve their overall organizational goals. The organization believes that the board's and management's effective leadership, coordination, collaborations together with the government at all levels, well-established mechanisms, and the trust of the displaced and host communities are the main key factors in their success.

The RCK is a major non-governmental player in the refugee management and protection environment in Kenya. This is regardless of the rapidly changing refugee operations, unpredictable funding, shifting global migrant policies, and shrinking expertise exacerbated by an influx of forced migrants streaming in to Kenya from the Horn of Africa countries. This has placed RCK in a competitive edge for suitability, sustainability and validity (Atack, 1999). The mentioned threepronged measures of an organizational strategic planning necessitated the development of RCK's Strategic Plans with the current being for 2023-2027. However, the key issues arising from the strategic plan are the relations between effectively communicating, implementing, tactically resourcing and monitoring the strategy.

1.2 Statement of the Problem

Strategic management practices are critical in determining the organization's direction, use of resources, and examining the environment within which organizations operate (Muthusi, 2014). According to Kohlmann and Gatermann (2016), organizations that are better equipped to handle the competition in the global marketplace have a higher chance of success than those that are not. Amayreh (2020) indicated that NGOs that plan for the future, increase both their financial and social performance. Furthermore, Muriuki et al (2017) also noted that strategic management practices could assist NGOs to focus on increasing the effectiveness of their projects and programs in addition to helping them make better use of limited resources. The foundation for growing and enhancing NGOs' service delivery is laid by effective management, supporting the notion that this could improve their program outcomes (Ogbechie, 2018).

Maina (2019) observed that even though NGOs crafted strategic plans to satisfy the needs of their donors and key stakeholders, majority of them still experienced a higher failure rate because they lacked defined planning and working methods that could direct them towards the achievement of

their objectives. Unfortunately, this is made worse by lack of minimal involvement of key stakeholders who are critical in the planning process, leading to lack of ownership in the formulation and implementation of strategic management practices (Odhiambo & Njuguna, 2021).

Moreover, many studies also indicated that NGOs in Kenya must aim to deal with managerial complications. In addition, they struggle to manage external relationships with their donors, government agencies and target groups (Mutole, 2019). There is also a growing desire from funders and other stakeholders for efficiency in project management as well as responsibility and transparency, which many NGOs lack. Their capacity to achieve their objectives is also being impacted by new challenges that stem from competition and cultural diversity (Mutuku, 2017).

Okwany and Auma (2015) further allude that many humanitarian NGOs in Kenya have multipronged dimensions to address humanitarian needs of vulnerable groups, but these interventions are viewed as nothing better than charitable alternatives of care that rely on donors, with limited outreach to communities and suffer overlap, duplication and lack of coordination among the organizations serving similar communities. Odera (2018) further noticed NGOs have been ineffective in formulating and implementing strategies and as a result have failed to achieve their performance targets. Community responsiveness and resilience and the NGO capacity to sustain their programmes with little or no donor support also compounds the problem (Gall & Khuram, 2022).

Several empirical studies on strategic management practices have been conducted. For instance, Langat and Auka (2016) exclusively examined how strategic management practices affected the success of SMEs in Nakuru County. Similar study was conducted by Ndiku, Kariuki, and Maiyo (2016) on how strategic planning practices affect public secondary school performance in Machakos county. Additionally, Abdi et al., (2020) and Abdul (2019) based their studies in the banking sector, Gumet (2019); Otieno et al., (2018) on SMEs and Midiwo and Ombui (2019) focused on ICT firms. All together, these studies failed to provide a formidable foundation of comparison for non-governmental organizations. Consequently, these studies also leave contextual gaps that calls for more research to focus on NGO sector. Whereas a strong linkage is inferred amid strategic management and performance in many studies, its continuous failure, particularly in implementation, is a reflection of how complex it is and how many different aspects it depends on (Asewe, 2022).

The Refugee Consortium of Kenya was identified for this study as it is one of the few national NGOs in the refugee sector in Kenya that has survived and continued to provide its services to its stakeholders since 1998. Nevertheless, an internal Human Resource report in contrast indicated there was a relatively high staff turnover in the past two years with 40% of the staff having left for other organizations and private firms. In addition, various donors and other stakeholders have engaged and disengaged from the organization over time. Furthermore, the organization has developed strategies over the years which would be of interest to know how this was done and the impact on the organizational performance. It would also, be of interest to understand further, the various strategic management practices that have been engaged by the governance system in the organization. This would be a great lesson for others in the sector to evaluate how they can build on the strengths of the organization but also, for the Refugee Consortium of Kenya to evaluate and instill from the recommendations in this study, strategic management approaches that may require to be enhanced. Therefore, this study sought to determine the relationship between strategic management practices and performance of Refugee Consortium of Kenya.

1.3 Purpose of the Study

This study aimed at determining the influence of strategic management practices on organizational performance of the Refugee Consortium of Kenya.

1.3.1 Specific Objectives of the Study

- i. To establish the influence of strategy formulation on organizational performance of Refugee Consortium of Kenya.
- ii. To examine the influence of performance evaluation on organizational performance of Refugee Consortium of Kenya.
- iii. To find out the influence of strategic implementation on organizational performance of Refugee Consortium of Kenya.
- iv. To examine the influence of stakeholder engagement on organizational performance of Refugee Consortium of Kenya.

1.4 Research Questions

This study aimed to answer the following questions;

- i. How does strategy formulation influence organizational performance of Refugee Consortium of Kenya?

- ii. What is the influence of performance evaluation on organizational performance of Refugee Consortium of Kenya?
- iii. What is the influence of strategic implementation on organizational performance of Refugee Consortium of Kenya?
- iv. What is the influence of stakeholder engagement on organizational performance of Refugee Consortium of Kenya?

1.5 Significance of the Study

This study is pivotal in several instances. The study will aid and enable academic scholars keen on issues that appertain to strategic management practices, in non-governmental organizations to understand how this impacts on NGOs in third world/ southern hemisphere countries. It will help NGOs and community-based organizations (CBOs) develop policies, standards, guidelines, and processes for handling strategic management strategies that improve organizational performance. It will serve as a valuable resource for the government, which may learn from NGOs about the importance and value of adopting strategic management techniques that improve organizational sustainability. The government could then also, lay emphasis on NGOs developing strategic plans and reports and submitting them as part of the annual returns to the government. The government will equally find the need to enact policies and formidable laws that entrench the governance and management of humanitarian NGOs in Kenya.

The management of RCK will benefit from understanding the importance of implementing appropriate strategic management practices that are applicable and catered to its demands in order to achieve effective and efficient performance of its activities. This is especially true given its scope as a national player. This will make it possible for management to improve internal governance, systems, and provide actions and lessons for the business that are forward-looking. It will shed light on the difficulties in choosing between various strategic management actions for NGOs' organizational performance and sustainability. Additionally, it will significantly advance NGOs' planning efforts and impact the reshaping of organizational performance to meet business and strategy objectives. Similar to that, it will draw attention to promising opportunities, enhance planning through scalable strategic management methodologies, and adopt lessons to direct other NGOs' practices to fulfill their goals.

Since performance of these NGOs is a critical focus for the donor agencies and other key stakeholders, the recommendations from this study will be instrumental in laying the policy frameworks by these donors on how to make these NGOs more sustainable.

1.6 Scope of the Study

RCK is a national NGO that was formed in 1998 to respond to an increasingly complex refugee situation in Kenya. The mission of the organization was to protect and promote the well-being, voice and dignity of the displaced and host populations. The organization is physically present in the communities in Kalobeyei and the Kakuma refugee camp, as well as in Dadaab, Garissa, Mombasa, Mwingi, and Nairobi. This study was conducted at RCK offices whose headquarters are in Nairobi, Kenya. The focus of study was to analyze the influence of strategy formulation, performance evaluation, strategic implementation and strategic communication on the organizational performance of RCK. The study targeted 48 employees from all management levels at the RCK headquarters, and vulnerable groups beneficiaries, whom were instrumental in providing valuable data for the study. The study took a duration of twelve months to completion.

1.7 Study Limitations

The management of NGOs has elicited a lot of interest from the public as it is a subject that the government and those who benefit from NGO programs take very seriously and are closely scrutinized on. This study was confined to RCK a national non-governmental organization in Nairobi. This study sought to determine the influence of strategic management practices on the performance of NGOs and the results may not be generalized for the entire Non-profit sector in Kenya unless with great caution.

The study anticipated resistance from the respondents due to sensitivity associated with the study, with some members being averse to the study as a result of concerns related to victimization. To overcome this, the researcher reassured the respondents of discretion and non-disclosure and that the study was aimed at enhancing the organization's management systems which would in turn have a positive impact on employees. To increase trust and confidentiality in the research process, respondents were required not to give their personal details on the study's instrument

1.8 Delimitations of the Study

The study was limited to RCK offices in Nairobi and no other offices in Dadaab, Garissa, Kakuma, Kalobeyei, Mwingi and Mombasa areas. This was mainly occasioned by geographical and time limitations and therefore, targeted staff members involved in managerial positions and those involved in execution of the strategic plans at the organization who were considered by the study.

1.9 Assumptions of the Study

The following assumptions applied to the study: -

- i. There are clear strategic management practices that contribute to organizational performance in the non-profit sector in Kenya. It is expected that the practices are as dynamic as the organizations since strategic management contexts differ depending on various categories related to the sector, countries that the NGO's operation in, and have an impact on the organization's strategic goals. The existence of strategic management practices facilitated research of the study questions related to the subject
- ii. Non-governmental organizations have some form of established strategic management practices to enhance their performance operations. These could be either include an annual plan, quarterly or monthly plan which may not necessarily be anchored on a strategic plan. Once in existence, it means that the implementation plan should be well laid out to ensure success. It is also assumed that the employees in RCK are versed with the strategic management processes that support their strategic plans. Organizations therefore, are assumed to have strategic plans to guide their directions. This may not however, be in a coordinated manner but the effort to follow their goals where they would wish to go and how to get there is most likely available.
- iii. That studying strategic management practices may contribute to the improvement of organizational performance in NGOs with similar humanitarian mandates. One of the significances of this study is that NGOs with similar characteristics, will draw lessons from the findings. It is anticipated that the study will provide a comprehensive description of factors, practices and challenges of implementing strategic management practices and its links to performance.

1.10 Operational Definition of Key Terms

- Organizational performance:** The capacity of an organization to identify, engage and harness its scarce resources in a prudent manner as it pursues its operations, goals and strategies (Griffins, 2006).
- Performance evaluation :** A periodic process that are used to ascertain the advancement of activities including identification of major, minor and potential constraints for timely remedy (WHO, 2008).
- Strategy :** A plan of action for execution
- Strategy implementation :** Measures that have been formally documented to direct the organization toward achieving its goals (Gachuma, 2018).
- Strategic communication :** A deliberate procedure of portraying impressions in a clear and concise form for the different stakeholders (Kibe, 2014).
- Strategic formulation :** A technique of assessing and considering the vision, mission, of an organisation while developing strategies that will be in tandem with the organisation (The Saylor Foundation, 2017)
- Strategic plan :** An effective mechanism of ensuring that NGOs refocus on their strategies to optimize on organizational performance and achieve their missions (Byrson, 2015).
- Strategic planning :** A steady and interactive method of developing business decisions for the future of the organization, identification and measuring results against the developed plans (Drucker,2013).
- Stakeholder engagement :** A component of organizational capacity that incorporates stakeholder views in developing decisions and within the environs of organisational performance (Berebon, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section entails an empirical review of related literature from past researchers that have conducted in the same field of strategic management. It is a combination of opinions and determinations that were done by various researchers so as to provide guidance on the work to be presented in this chapter. This chapter also presents the theoretical foundation upon which study variables have been anchored, the conceptual framework, research gaps in prior studies to support the current study, through review of various literatures based on the theoretical review, empirical studies and a summary of the literature review.

2.2 Empirical Review

This section presented a review of related past studies by various scholars and scholars, their findings and gaps in relation to the current study.

2.2.1 Strategy Formulation and Organizational Performance

Strategic formulation is a technique that considers the vision, mission, strategic objectives of an organization. This is aimed at meeting the organizational goals. Barnat (2014) and The Saylor Foundation (2017). This critical method elucidates a structure for business heads to identify, design and implement processes that are imperative for preferred outcomes (Pearce and Robinson, 2000). According to Hidayat (2016), developing a strategy entails the interaction of several interconnected elements that help firms compete successfully and thrive in the fast-paced business world. This also includes functional/operational strategies, grand strategy, annual objectives, and generic strategy to the category of strategic components. Tapera (2016) also affirms that organizations should aim at adjusting their goals and strategies for a thriving and long-lasting business market edge.

Several studies done on strategy formulation points a clear picture of what affects organizational performance in various sectors. For instance, Njagi et.al. (2015) in their analysis of factors that influence formulation of strategic plans in Embu Kenya it was indicated that various challenges arise during implementation of the strategy which may not have been considered during

formulation. These challenges include lack of stakeholders appreciating the amount of time and dedication it will take to implement the strategy, poor communication across the board and employees or other stakeholders being opposed to the varied modifications brought about by the strategy. They however acknowledged that the challenges require a congruence between strategy and organizations' architecture. They also infer that the reflections on the challenge that appears ahead of the other is inconsequential as long as there is compatibility in the operational environs.

Okwemba and Njuguna (2021) analysed the performance of Chemelil sugar company in Kisumu County based on the effect of the company's strategy formulation. The study was grounded on the fact that the company's performance was not in tandem with the envisaged company's strategic development plans. Findings from the correlation analysis, exposed that the strategic plan and performance are statistically significantly affiliated. The regression analysis revealed a significant and favorable relationship between strategy design and performance ($r=.689$, $t=.774$, $p=.046$). The study recommended that companies should use the information at hand to document the intended course and the doable steps to accomplish its objectives.

Ogweno (2023) did a study on the performance of savings and co-operative societies based on the formulation of their strategies and performance. The Modern Portfolio Theory, Resource Based Theory and Balanced Scorecard Theories served as the study's theoretical pillars. Regression analysis, results showed that all three aspects of strategy i.e. strategic planning, execution, and evaluation have positive and significant relationships and had substantial impact on the success of the SACCOs under consideration. According to the study, senior managers employed by SACCOs that focus on deposits should use the societies' mission and approaches to create effective strategies.

Qehaja et.al., (2017) compared different strategic management tools and techniques. They greatly utilized secondary data in their study and established that leadership traits and qualities which included, personalities, expertise, proficiency determine strategic objectives of the firm. They add that leaders are expected to be mentors who can be depended on by the people that one is leading. This denotes that leaders should exercise skills so that the employees and other stakeholders can take due regard for their leadership skills. This appreciation will translate to trust and this will make it easier for them to believe and take part in the strategy planning process.

Influence of performance by drivers of strategy formulation of telecommunication companies in Nigeria, was studied by Chijioke, Vu, and Olatunji (2018) and quantified using the organization's vision, mission, and objective. The study findings indicated that strategy formulation has a considerable and favourable impact on telecommunications businesses' performance. It went on to say that consideration of the organization's vision is critical when developing a strategy, since it provides a strategic outlook and considerably improves strategic performance.

Sosiawani et.al., (2015) in their review of the role of strategic planning on firm performance opined that companies normally begin from vision statements and from this, they develop the company's objectives which in turn encourages employees and stakeholders to understand the company better. They further defined a vision statement as an explanation of the future image of the company, of what it will look like or aim to have achieved. This supports the organization and the managers in particular, to plan for the intended future while taking into consideration, all other current and predicted changes to the company. It must also consider the aspirations of the stakeholders to the company as they will be the company's greatest supporters and support its organizational performance.

Nwachukwu, Chladkova, and Fadeyi (2018) measured strategy formulation using commodities, internal strategic techniques and demand for merchandise by stakeholders. To gather primary data, the study used a web-based survey along with emailing 80 respondents. Data were analyzed using regression and a Pearson correlation matrix. The results showed that the strategy development process positively influenced the effectiveness of process innovation. It went on to say that a company that wants to do well should put their development plan into practice. By measuring the development of strategy using corporate, business, and functional strategies, the current research aimed to address conceptual flaws.

2.2.2 Performance Evaluation and Organizational Performance

Performance evaluation are periodic processes that are used to ascertain the advancement of activities including identification of major, minor and potential constraints for timely remedies (WHO, 2008). Performance evaluation provides an expressive picture of the on goings in the organization at a snapshot of what is happening at periodic times by assessing the efficacy and efficiency of the program's desired outcome. Performance evaluation is a routine, continuing management practice that consistently gives managers information through accurate record-keeping.

A more thorough review of whether a policy, plan, or program has accomplished its intended aims is provided by the evaluation (Njiiri, 2015). Favaro (2015) avers that once the strategy is chosen, a number of objectives and benchmarks must be set in order to steer the organization to assess performance, and manage the strategy's execution process. By connecting the strategy to important indicators of performance and success, tools like the balanced scorecard and strategy maps aid in the crystallization of the strategy.

Performance evaluation enables organizations to achieve their goals and reinforce performance through various interventions that involve measurement and management of the organization's performance (Platts, Andersen & Tobias, 2014). Mutia (2015) notes that operations in the organization are official in nature and preserve or amend the organizations outputs. The researcher adds that balanced strategic controls has facilitated leaders to develop trustworthiness, exhibit the worth of the strategies to the organizations stakeholders and foster strategic transformation where necessary.

According to Nyariki (2016) on a study of SMEs, opine that management's engagement in strategy evaluation and control is important to enable the management take charge of any shocks to the organization due to emerging and changing global nuances. It enables the managers develop quick strategies that cushion it against the changing economies. Performance evaluation and control of strategies are important to aid in analyzing outcomes to those expected and, in ultimately, for providing feedback for recommendations during the phase of implementation (Vollert, 2018).

Many scholars contend that performance evaluation and control systems help organizations to implement their strategic plans and move them closer to sustainable goals (Baumgartner, 2014; Gond et al., 2018). Moreover, Lueg and Radlach (2016) discovered that performance controls must be both formal and informal in order to complement one another and address the many organizational performance dimensions in various organizations.

Notable from a study by Kitonga (2017) on an assessment of strategic leadership practices on performance of non-profit organizations in Nairobi, Kenya, indicated a strong linkage between leadership practices that are strategic in nature and the performance of the non-profit organizations. In particular, the study concluded that there were favourable linkages between determining strategic focus, development of human capacities in terms of numbers and skills, practices that were ethical, strategic control and organizational performance.

Berebon (2020) explored the connection between organizational decision-making and stakeholder participation in Rivers State, Nigeria's indigenous oil-serving enterprises. According to the study findings, the organizational decision-making of indigenous oil service enterprises in Rivers State was highly influenced by stakeholder involvement. The research further noted that management of domestic oil service companies should make sure that there is good communication within their structures. By doing so, it would be made sure that all significant stakeholders contributed to organizational decision-making and were informed of management policies and actions. A communication gap and alienation would end as a result.

The availability of resources is a crucial component of strategic management procedures, according to Emeka (2015) research on the impact of strategic management on organizational resources and performance. This is due to substantial resources such as human, intellectual, financial and political resources/ capital that is required. The last aspect that is, it is linked closely with leadership and politics of the day. Demartini (2014) in his writing on performance management systems argued that resource constraint can be a real challenge in strategy formulation and implementation and this may greatly hamper the success of strategic planning.

Chavunduka et al. (2015) conducted research on the intensity of strategic planning and company performance at the Mining Development Corporation, in Zimbabwe. Strategic control was identified as fundamental in demonstrating standards, oversight of standards and the extent of performance which is essential for giving recommendations and guidance while learning and provision of contribution to innovation. The authors recommended that organizations should develop, modify and execute regulations to improve monitoring and evaluation of strategic planning process results. This goes a long way in improving production and organizational sustainability in the process.

2.2.3 Strategy Implementation and Organizational Performance

The process of implementing a strategy is fundamental and significant in strategic management. Effective strategy implementation is considered as a critical element towards the achievement of organizational objectives by facilitating better organizational performance for long term organizational performance. Organizations must effectively implement their plans in order to improve the success of their performance (Munala & Mwasiagi, 2023).

According to Kihara, Bwisa, and Kihoro (2016), the manner in which stakeholders view and execute the strategy implementation have an effect on the organization's success. By creating plans,

budgets, and procedures, the strategy implementation process must consider putting objectives, strategies, and policies into practice. Implementation comes after strategy formation, making it a crucial component of management of strategies (Karami, 2012; Nwachukwu, Chladkova, & Fadeyi, 2018).

The third stage of strategic management processes is the implementation of the strategy. This involves measures that have been formally documented to direct the organization towards achieving its goals (Gachuma, 2018). An organization can accomplish the stated goals with proper resource allocation and coordination (Gatheru, 2018). For instance, commissioning and streamlining strategies were used to measure execution of strategies in Gabow (2019) who did a study on practices of strategic management and performance of commercial banks in Nairobi County. The results indicated that performance was greatly and profoundly impacted by strategy implementation. Strategy implementation was measured by utilizing allocation of assets, stakeholders, inter and intra-communication, and organizational structure. This study aims to reduce the conceptual flaw.

According to Mailu, Ntale, and Ngui (2018), on a descriptive study on Kenyan industries related to pharmaceuticals, used organizational structure and resources to measure strategy execution. Findings showed that strategy implementation significantly affected the organization's performance. The material aspect here, is that this study was conducted with industries in the pharmaceutical sector, however, may mean that it is unable to address issues in the NGO sector. The aim of the current study is to improve the knowledge base on strategy implementation in the NGO sector.

Anyieni and Areri (2016) carried out a qualitative study on factors that have leverage on strategic management plans implementation in secondary schools in Kenya. Findings indicated that management styles and staff participation have influence on the implementation strategic plans. There was evidence of high level of significance between leadership styles and success of the strategic planning process. They also found that communication determines strategic planning, though not greatly.

Awino (2015) in her study on the structure of organizations and performance of large manufacturing firms in Kenya found out that strategic management planning took cognizance of future occurrences while resolving how to address any impediments along the way. The researcher argued that the process should be continuous and should include assessments, discourse, group or

individual discussions, initiatives and evaluations. Stakeholders are part of the process as it enhances ownership that sustains successful interventions. The study also reported that strategic management planning should involve the combined actions that provide the organization with a comparative advantage that is unshakeable with changing internal and external environment. Otherwise, the entire process will be challenged.

A study on opportunities and challenges in strategy implementation by Robinson (2015) indicated that obstacles to strategy management implementation included absence of cooperation and aid from different cadres of leadership/ management and opposition from lower cadres and deficiency in planning. Challenges that were noted in implementation included, segregation of employees, minimal engagement with stakeholders, and exhaustion of employees from attempting to see the value of strategic management practices.

Wendy (2017) studied strategic planning contradictions and reported that implementation of strategy was associated to organizational alterations. In instances where employees oppose modifications, implementation was not possible take place. The opposition could be as a result of varied sources or actions by the management. Other resources such as infrastructure, capital among others was also necessary to ensure the fruitful application of the strategic management practices. In the event that any of the resources was unavailable or was inadequate, strategy stalling was inevitable. In the ever-changing world, keeping tab with technology was key to ensuring that the organization was not left out of key global, business and national business skills, forums, and discourse that would positively impact on the organization.

According to Jooste and Fourie (2016) there are obstacles to implementation of strategies. Weak leadership at high levels is one of the major impediments to productive implementation of the strategy. Therefore, leadership is considered critical in productive strategy implementation. The behavior of individuals ultimately determines the victory of the organization's activities and high levels of authority should be cognizant of this. Amendments may lead to acrimony in the organization thus making it challenging for strategic management to be implemented.

2.2.4 Stakeholder Engagement and Organizational Performance

Stakeholders are individuals, groupings/institutions, such as suppliers of products/services, shareholders, unions, customers, financial institutions and local communities, who have a likelihood of being affected (either negatively or positively) by contemplated interventions of an organization, or who can influence the result of the intervention (Johnson & Scholes, 2016).

Stakeholder engagement, according to Mounгноi (2016), is the continual commitment and expansion of stakeholder interactions to accomplish a program. Stakeholders are often involved in the preparation/planning, implementation, management, and monitoring of project activities.

Ochieng (2016) investigated the variables of health project sustainability across public hospitals in Nairobi, Kenya. Interaction with stakeholders, stakeholder availability, proactive stakeholder, formal communication, and stakeholder engagement in assessing and monitoring health programs, were recognized as significant project performance elements. In a similar vein, Abuya, Maina, and Chuma (2015) assert that stakeholder engagement in health programs is crucial to project success.

Awiti, Ngonga, Imbabi, Mande, and Busieka (2020) looked at the role of stakeholder engagement in moderating the link between strategic management and performance of HIV and AIDS operations handled by NGOs in the Nyanza Region. The study found that stakeholder engagement had an affirmative but negligible mitigating influence on the association between strategic management and HIV/AIDS intervention performance. It was concluded that organizations handling HIV and AIDS have heavily included stakeholders in all stages of the strategic management process. The study also showed that stakeholder engagement had no substantial impact on the link between strategic management and performance of HIV and AIDS interventions handled by non-governmental organizations in the Nyanza Region.

Wairimu (2016) looked at how stakeholders' engagement in strategy formulation affects strategy implementation in public secondary schools. Results showed that important stakeholders such as parents, instructors, and students, were not effectively involved in the strategy development in public secondary schools. Furthermore, findings showed that lack of proper stakeholder interaction had a detrimental impact on strategy implementation. The study recommended that boards of management in Kenyan public secondary schools should ensure adequate involvement of parents, teachers, and students in strategy formulation, as this will make them have connections with the process of making decisions, become more informed, and thus play their role in the implementation process more effectively, leading to a greater success in strategic plan implementation.

2.2.5 Strategic Management Practices and Organizational Performance

According to Murikui (2017) strategic management is development and execution of strategic and overarching objectives by the executive leadership and makes due cognizance of resources while evaluating internal and external operating context. Akinyele and Idunnu (2017) examined the

influence of strategic management practices on the organization's performance by First Bank branches in Lagos metropolis, Nigeria by utilizing a survey technique with a sample size of 100 respondents. The study indicated that planning strategies enhanced performance of organizations, and eventually affected the survival of the organization.

Similarly, Gathenya (2023) reviewed the correlation between strategic planning practices and firm performance. Findings indicated that there was a presence of a sturdy correlation between management practices and the performance of a firm. Gu et.al (2015) reviewed the interaction between leadership methods, behavior of top leadership, and the manner in which decisions are made, from a sample of ten provinces/cities in China. The findings indicated that leadership influences the development of the team and ease of determining decisions. The relationship was favorable but linear on the ease of strategically making decisions and indirect through integration of team behavior.

Odhiambo and Njuguna (2021) conducted a study on strategic management practices and their influence on performance of health NGOs in Nairobi. The study concluded that the performance of NGOs in the health sector was significantly and favorably affected by strategic planning, environmental scanning, strategy implementation, strategy evaluation, and strategy monitoring. The study further concluded that the accomplishments of health NGOs is not significantly impacted by the creation of strategy.

According to David (2017), organizations work more when there are results seen during the implementation of strategies. It is expected that finalization of the various processes in the strategic plan eases the organizational effectiveness. To better understand how strategic planning is implemented in practice and how it enhances the performance of organizations, the interrelationship between strategic management and organizational performance needs to be analyzed. Strategic management frequently fails as a result of issues or obstacles that arise during the execution phase. The argument over strategic planning's efficacy as a tool of strategic management is ongoing due to the conflicting findings regarding the relationship between that relationship and organizational success.

Gabow (2019) conducted a study that reviewed how strategic management practices affected the performance of Kenya Commercial Bank in Nairobi County. The study looked at various aspects such as development, execution, and control of strategies impacts on the performance of the Bank. Results demonstrated that all the aspects mentioned have a correlation and affect the performance

of the entity. The study further revealed a connection between policy formulation and development of strategic intent and participation of stakeholders as key components of executing effectively key organization strategies.

The goal of strategy development is to build a resilient competitive position and an organization that is successful to withstand the test of time despite changes in its environment. It is conceived that organizations that have effectively adopted strategic management, record advanced achievements in comparison to those that have not engaged in these initiatives. They further contend that organizations record high performance once they effectively encompass strategic planning (Strickland & Gamble, 2017).

According to a survey on the relationship between strategy and performance management, Juntunen (2015) indicated that following out the varied layers in the strategic management process was projected to increase the likelihood that effectiveness of an organization will manifest. Strategic planning gives an organization stewardship, enhances collaboration and regulates the organization activities. McCarthy and Minichiello (2016) pointed out that a company's strategy elucidates the activities of the organization. It provides a sense of understanding and direction to the employees. The strategy management practices therefore, is a vehicle to which, the strategy is implemented and thus supports the organization's performance.

2.3 Theoretical Review

The study was anchored under the following theories;

2.3.1 Resource Based View Theory

Resource Based View theory (RBV) in strategic planning explores the relationships that exist between resources, competition, and profitability (Barney, 1991). It includes an analysis of competitive imitation while placing resources as superior or as the main influencer of a firm's performance. This approach emerged in 1980s and 1990s as popularized by its proponents; Wernerfelt, Prahalad and Hamel and Barney (1991). The supporters of this view contend that organizations should use the company's resources to increase their industrious edge as opposed to sourcing for an environment that can make them industrious (Wernerfelt,1984). According to RBV's supporters, it is feasible to take advantage of an opportunity by utilizing current resources in an innovative manner (Rothaermel, 2012). In the model, resources majorly enable companies to perform at their optimum.

In recent years, RBV theory has developed to offer a means of comprehending how strategic resources and skills enable organizations to experience increased performance (Foss, 2015). In strategy, resources are viewed as enablers of capabilities that can result in superior performance over time. In strategic planning, capabilities are required to package, manage and exploit resources in a way that will enable customers have added advantage while creating competitive advantage for the organization (Hassam, 2014).

However, the indications of RBV theory on strategic management are unclear since varied contributors fail to have a common framework. Additionally, minimal work has been done to grow the theory's application in the real world. This study will make use of this theory to demonstrate how strategic management affects an organization's performance.

2.3.2 The Behavioural Theory of the Firm

Barney and Ouchi (1986) categorized behavioural theory of an organization as a component of organizational economic approach to strategic management. The Behavioural Theory of the Firm (BTF) emphasizes how decisions are actually made in business while offering in-depth observations of how those decisions are made within organizations (Gavetti & Henrich, 2012). The theory has had an enormous influence on organizational management and strategic management.

These decisions are interpreted as a successive process that includes both rational and non-rational aspects, and can be affected by owners' rights, obligations and resource control.

Other essential notions associated with the BTF is the inference of the firm's abilities and qualifications, organizational learning, knowledge collection, perception and incentives, as well as firms' knowledge of their internal and external environment. The theory proposes options and prospects every organization has a management team, comprised of persons with requisite skills whose behavior influence the nature of decisions that they make. This is with reference to decisions on various options, internal distribution of assets, or provision of the compass that the organization should take.

By extension, strategic behavior of the firm is equated to the strategic preferences of managers. This is to mean that the high-level management establishes the organizations goals. These goals are then subjected to development of the decision at two tiers; top level and lower management levels. The process entails approval by various departments and financial measure to assess the attainability of the required funds with the available resources. An improvement measure will later

assess whether the proposal improves the performance and profitability of the organization. According to Cyert and March (1992) management should engage relevant decisions even though collection of information is expensive.

The foundations of a behavioral theory of the company are presented by Cyert and March (1992) and they have been shown to be imperative to theories that relate to economic and complex organizations. Organizations give senior or responsible employees the tools they need to control and influence others. Organizations impact on the informational climate and decision-making processes. In order to investigate how strategic planning affects organizational performance, the theory can be applied.

2.3.3 Stakeholder Theory

This theory emphasizes the importance of stakeholders in NGOs. Employees, beneficiaries, partners, suppliers and buyers among others, are all stakeholders in this situation. An equilibrium is struck between large and small stakeholders. Non-governmental organizations' success and organizational performance, is influenced by morality and ethics (Bondy et al., 2011). This theory is a general image of NGOs execution (Mansell, 2013). It is an expansion of key fit theory where the connection between an NGO and the two: its outer and inside environment is surveyed. The hypothesis recommends that NGOs need to deal with the interests of every one of their partners including the general public. Representatives of the partners may search for remuneration and other perks within the organization, which must be dealt with carefully and according to the organization's strategies. Accordingly, there should be an equilibrium drawn during planning to guarantee that every one of the partners' expectations are reasonably met. Henceforth, any choice by the NGOs must make due consideration to make the exchange -offs between the NGO partners done in a mutual manner to avoid conflicting requests (Johnson, Scholes, Whiting, 2018).

A contention by Robins (2018), the positive visibility of NGOs which enhances their organizational performance is dependent on the partnerships maintained and built overtime. Thus, the management must develop clear strategies of engagement with partners to ensure they are satisfied with the NGOs abilities to deliver on their strategies. As indicated by Miles (2012) that stakeholders should be engaged based on their level of influence. This should not be encouraged however, as strategy execution which is related to performance, relies on all stakeholders' input. The general result of this, is for the management to engage a mutually beneficial objective that brings in as many stakeholders as possible (Friedman & Miles, 2006).

Therefore, allocation of resources for the stakeholders, within and outside the organization should be considered (Mitchell &Cohen, 2006). Enz (2008) proposed that NGOs that fail to engage their partners and understand their partners' interests, in particular those related to employees and beneficiaries of the organizations, will eventually shut down. Consequently, NGOs should attempt to keep a relationship with their recipients. As per Angle (2018), understanding the interests of all partners in NGOs is key. This in the end, prompts the management to develop strategies that are relevant to the stakeholders and lead to short- and long-term accomplishments and enhanced organizational performance.



2.4 Conceptual Framework

The study used the conceptual framework to show the relationship that existed between strategic management practices and organizational performance of RCK. The model used is shown in Figure 1 below;

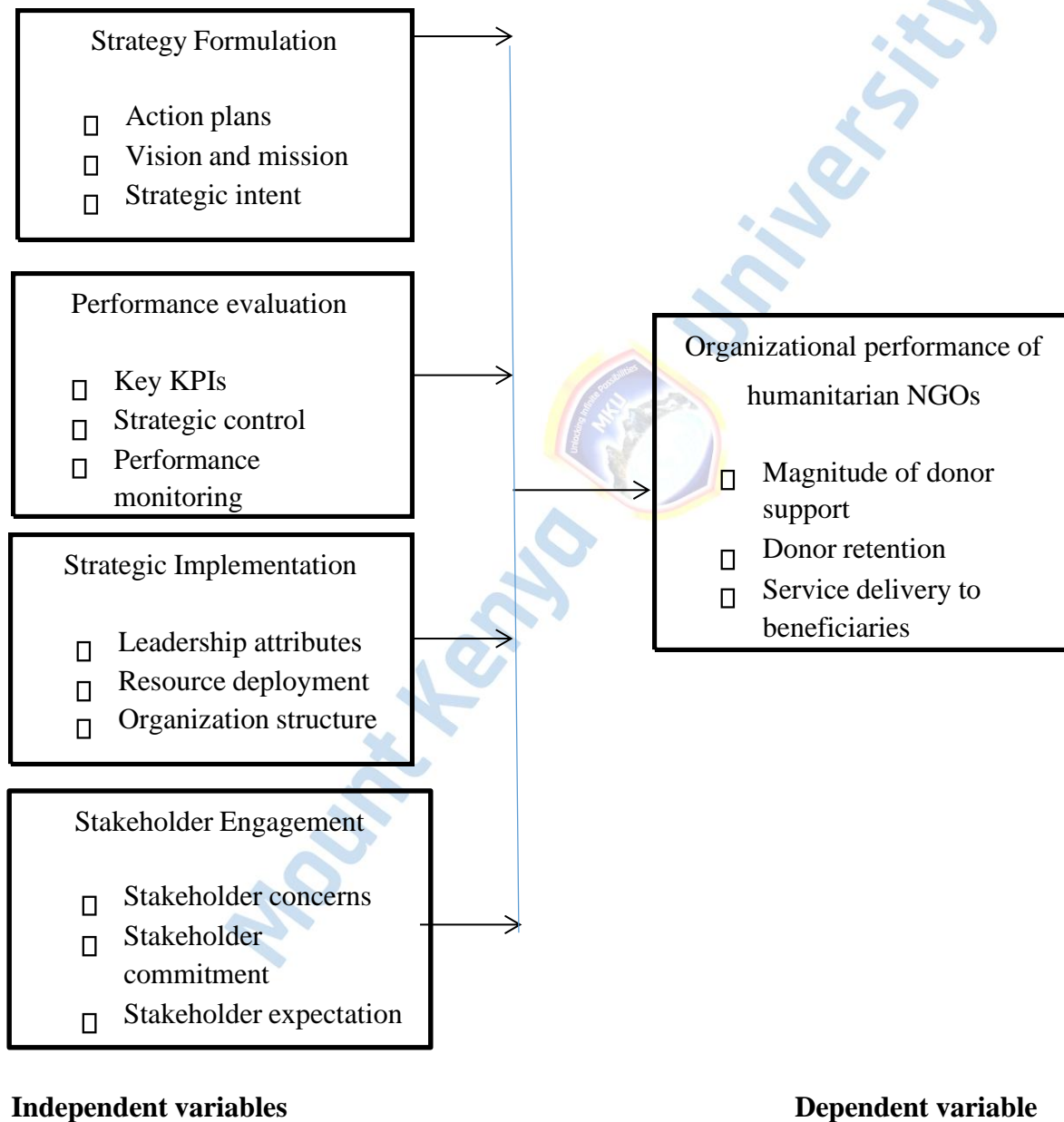


Figure 1: Conceptual Framework

Source: Researcher (2023)

2.5 Recap of Literature Review

The practice of strategic management has over time, been elevated worldwide and across enterprises, government and private entities. Various scholars have argued that strategic management practices facilitate effective organizational performance. By concentrating on specific steps in the strategic management process, the relationship between strategic management and performance of organizations is clarified. Strategic planning and performance have a directional causal relationship, and there is a complimentary linkage between practices in strategic management and organizational performance of organizations, according to the research on strategic management.

In light of national NGOs, it would be important to establish the relevance and applicability of strategic management practices in these entities. This would be based on influencing factors, such as strategy formulation, evaluation, implementation and stakeholder engagement practices, challenges and linkages to organizational performance. This information as related to national NGOs, was comprehensively missing in the available literature.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the methodology adopted by the researcher in undertaking the study. This entails research design, target population, sampling method, data collection technique, pilot test, data analysis techniques and data presentation. The section further details ethical considerations that guides the study.

3.2 Research Methodology

The researcher used a quantitative and open-ended approach. With reference to Tundui (2012), the quantitative approach aims at ensuring accuracy of data by concentrating on characteristics that can be categorized and statistically analyzed and numbered into predetermined groups. According to Creswell (2009), the quantitative approach collects data using specified tools that result in numeric values that may then be further evaluated using statistical methods. In essence, this study used a quantitative and open-ended technique because the primary questionnaire's data was quantitative in nature. The approach also favored because it allowed the researcher to gather descriptive information for the study. This was the secondary aspect of the questionnaires.

3.3 Research Design

Kisilu and Tromp (2012) describe research design as the structure that outlines how the researcher intends to proceed to gain an understanding of some phenomenon in the research context. A research design, according to Orodho (2012), is a schedule of all the components for the data collection and data analysis objectively and in tandem with the research aims. It gives the guidelines within which the research is conducted. In this study for instance, a descriptive design was used. The descriptive design was adopted because it permits collection of both qualitative and qualitative data for a study. The design also allows for collection of substantial amounts of data from respondents while simultaneously allows for a systematic and well-structured description that is authentic, legitimate and reliable.

3.4 Location of the Study

The location in this study describes geographical place where the study was conducted. For this case, the study was carried out at the Refugee Consortium of Kenya headquarters located in Nairobi, Kenya.

3.5 Target Population

Population is described as a specific group from which desired information is derived (Mugenda & Mugenda, 2003). Field (2014) described a population as a class of population, events, services and conglomerate of items being investigated. This implies that the population of interest should be consistent and uniform. Studies of the population are of a higher decibel of being representative because all persons have an equivalent opportunity to be included in the final sample that is drawn. The target population of interest in this study was managers and other employees drawn from line departments at RCK offices in Nairobi, and the representatives of the vulnerable groups served in Kenya.

Table 1: Target Population

Category	Total target population
Top Managers	5
Middle level managers	10
Junior Staff	20
Representatives of vulnerable groups	13
Total	48

Source: RCK (2018)

The researcher used a census approach to consider all members of the target population in the final study. This approach was used because target population was small and hence there was no need for sampling. Therefore, all 48 management personnel drawn from RCK headquarters and vulnerable groups representatives, made up the sample size for this study. Wilson (2014) asserted that a census approach provides a pathway for examining groups as it ensures involvement of all the members. Since a census technique was applied, the study ruled out application of sampling design and technique. Therefore, all the managers, other staff members at RCK, Nairobi and representatives of vulnerable groups were included in the sample for the study

3.6 Research Instruments

The researcher used structured questionnaires to gather data for this study. Structured questionnaires enable uniformity of questions presented to the respondents. Compared to other instruments, the questionnaire was a more straightforward method of gathering data (Mugenda & Mugenda, 2013). Questionnaires provided the researcher with thorough data on a variety of variables. Questions that are asked consistently in questionnaires, are more likely to give responses

that are compatible. In this research, a combination of both open-ended and closed-ended questions were adopted. A five-point non-comparative Likert scale was used for the closed ended questions, with the intention of getting a representation of the varied responses/opinions (Brace, 2014). This provided the respondents with an easy and comprehensive way to enhance appropriate responses to the statements captured in the instrument and also guarantees for accurate results.

3.7 Pilot Test

This is a preliminary small-scale study that determines the level of reliability and validity of the research instrument (Saunders, Lewis & Thornhill, 2009). A pilot test is required in a study to ascertain whether the instrument meets the validity and reliability threshold (Saunders et al.,2009). A pilot test was done using 5 questionnaires that represents 10% of the sample population. These were administered to employees selected from other humanitarian non-governmental organizations. The purpose of the pilot was to check the validity and reliability of the data collection instrument. According to Gill and Johnson (2010) a pilot test is required to test the realism of data collection. instrument before the main study. This allowed for revision and correction of the questions in the research instrument to make it reliable.

3.7.1 Reliability Test

Mugenda and Mugenda, (2013), describes reliability as a gauge of the degree to which a research instrument produces consistency in results or data after repeated trials. Reliability in research was affected by random error, as random errors increase, the reliability decreases. Sources of errors may arise from inaccurate coding and misleading instructions to the respondents. The researcher used Cronbach's alpha coefficient to evaluate internal consistency of the questionnaire. The correlation between the items is then calculated using Cronbach's coefficient (Alpha). An alpha value of 0.00 indicates total unreliability and 1.00 indicate perfect reliability. If the Cronbach's alpha is below 0.5 then there's an unacceptable reliability while 0.5 and above denotes an acceptable reliability. An alpha value of 0.7 is said to be good while 0.9 and above is said to be excellent (Cohen, Manion & Morrison, 2007). The threshold to be used for this study was set up at 0.6 levels. An alpha value with a lower limit of 0.7 and upper limit of 0.9 were considered acceptable. The summarized results were presented in Table 2 below;

Table 2: Reliability Results

Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Strategy formulation	.695	.646	6
Performance evaluation	.814	.850	5
Strategy implementation	.732	.576	5
Stakeholder engagement	.906	.863	5
Organizational performance	.819	.767	7

The findings in Table 2 above indicated that the Cronbach's alpha coefficient values ranged from 0.695 to 0.906. All factor categories' Cronbach's alpha values indicated values more than 0.5, which showed good evidence of internal consistency. The range of obtained values therefore, signified that all the constructs considered in the study were reliable and consistent in gathering relevant data for the final study. Moreover, Mueller and Knapp (2018) also contended that a reliability coefficient of 0.7 or above was deemed to be an indication that the instruments were reliable.

3.7.2 Validity Test

Creswell (2014), defines validity as the degree to which the results are representative of the phenomenon under study. Validity is the accuracy and meaningfulness of conclusions, which are based on the research results. The degree to which the findings derived from data analysis accurately depicts the phenomenon being studied is known as validity. (Mugenda & Mugenda, 2013). To enhance content validity, the lecturers in the School of Business appraised the research instruments. External validity, which has to do with representativeness of the sample population with regard to the target population, was conducted on a pilot study.

Validity measures the meaningfulness and technical soundness of a study. Experts in the study sector came in handy to establish the validity of the research instruments. In order to examine face validity, the supervisor was requested to evaluate the questions' formulation in terms of readability, uniformity of style and formatting, and clarity of language employed. The supervisor verified the success of the study questionnaire based on these indicators. This helped to facilitate the necessary revisions and

modification of the research instruments which in turn enhanced validity. To evaluate content validity, the Content Validity Index (CVI) was employed. Waltz, Strickland, and Lenz (2010) pointed out that evaluating item relevance requires the expertise of two or three experts in the subject matter being examined.

The legitimacy of the research mechanisms was established before actual information gathering. Content validity was validated by using experts to ensure the items in the instrument truly address the research objectives. Lynn (2006) pinpoints that the experts are used to establish the validity of a research instrument. Content Validity Index is used to assess the level of inter-professional agreement (CVI). The Content Validity Index (CVI) was computed using the algorithm developed by Mason (2010). After two experts classified survey questions as relevant or not relevant to the content area asked to measure, the $CVI = (\text{Relevant questions} / \text{Total Items})$ was calculated. The measures' successful completion in terms of content effectiveness is shown by their CVI average of 0.782. Mason (2010) believes that a CVI of more than 0.7 is suitable.

The construct validity was assessed using convergent validity. Waltz, Strickland, and Lenz (2010) defined convergent validity as the extent to which two measurements of constructs that should be conceptually related are in fact related. The researcher assessed each configuration's convergence validity using factor loadings of configuration estimations derived from principal component analysis (PCA) (Hair et al., 2010). The summarized factor analysis results for the constructs were presented in Table 3 below;

Table 3: Factor analysis results

Variables	Factor loadings	Items	Remarks
SF	.954	7	Acceptable
PEV	.567	6	Acceptable
SIM	.872	7	Acceptable
SEN	.962	7	Acceptable
OP	.965	6	Acceptable

Extraction Method: Principal Component Analysis.

3.8 Data Collection Procedure

A letter of permission was sought from the school of postgraduate studies seeking authority to be allowed to proceed with data collection. Besides this letter, the researcher also obtained a research permit from national commission for science, technology and innovation (NACOSTI) that allowed for collection of research data. The researcher further recruited a research assistant to offer assistance in administering the questionnaires and their collection. The research assistant was informed about the project and the objectives the study intended to achieve and then trained on the administration of the questionnaire to the respondents. The researcher approached the management of the NGO in order to seek authority to collect data. The questionnaires were hand delivered by the assistant and handed over to the respondents for filling in through a drop and pick method. The respondents were given two weeks to fill in the questionnaires whereupon they were collected by the research assistant for further analysis.

3.9 Data Analysis and Presentation

Data processing comprised a set of methods that are used to input, retrieve, verify, store, organize, analyze, or interpret the sets of data. Data processing facilitated information to be automatically extracted from the gathered data and could be used in computational biology and bioinformatics to organize a large set of omics data (Collis & Hussey, 2009). According to Zikmund et al (2010), data analysis refers to the application of reasoning to understand the data that has been gathered to determine consistent patterns and summarize the relevant details revealed in the investigation. Marczyk, DeMatteo, and Festinger (2005), asserted that statistics help the study reduce the likelihood of reaching the wrong conclusion about the connections between the variables being examined. Data analysis entailed both qualitative and quantitative analysis.

Qualitative data was subjected to qualitative analysis through content analysis and conveyed in narrative form. This involved the process of identification, analyzing, and interpreting patterns and themes in the textual data. This supports to ascertain how these patterns and themes contribute to the study objectives whereas quantitative data was analysed using descriptive analysis with that aid of SPSS software version 23, to derive the patterns of distribution through the frequencies, mean scores, percentages and standard deviation. Analysed data was then presented in APA tables, graphs and charts.

Multiple linear regression model was used in the study to find out how each of the four independent variables (strategy formulation, performance evaluation, strategy implementation and stakeholder

engagement) influenced the dependent variable (organization performance). The regressions equation was expressed in the following form;

Equation: Regression Model

$$Y = \beta_0 + \beta_1 \times_1 + \beta_2 \times_2 + \beta_3 \times_3 + \beta_4 \times_4 + \epsilon$$

Where:

Y = Performance

β_0 = Constant (Coefficient of intercept)

\times_1 = Strategy formulation

\times_2 = Performance evaluation

\times_3 = Strategy implementation \times_4 = Stakeholder engagement ϵ = Error Term β_1, \dots, β_4 = Regression coefficient of four variables.

3.10 Ethical Considerations

The researcher retained objectivity throughout the study and conducted himself with integrity. The researcher disclosed any interests up front to avoid any potential conflicts. The privacy of respondents was always respected, and all information gathered were handled with the utmost secrecy.

The study adhered to all necessary regulatory and ethical requirements as required. The National Commission for Science, Technology, and Innovation (NACOSTI) and the appropriate government departments under study were among the relevant authorities from which the researcher obtained authorization before collecting data.

The respondents of this study were guaranteed their privacy and confidentiality of their identities and other personal information. Responders were neither required to provide their names nor

contact information without their consent. In addition, the researcher expressed gratitude to the respondents for their remarkable contributions to the study.

The researcher was not compelled to pay or bribe respondents to obtain information because such information was regarded as biased. The study tools and instruments that were provided subject to an obligation for consent to participate, with the option to withdraw. The research took into account research ethics such as respect and organizational ethics. Through accurate and appropriate interpretation of research findings, the researcher assured respondents of data integrity.

CHAPTER FOUR RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results of the study based on the data that was collected from the respondents concerning the influence of strategic management practices on organizational performance of Refugee Consortium of Kenya. The data was analyzed based on the objectives of the study and reflected the views of the respondents. The chapter further documents the discussion of the results and the inferential analysis.

4.2 Response Rate

The researcher administered a total of forty-eight (48) questionnaires to the respondents and achieved a 95.8% response rate. Only two respondents failed to return their questionnaires, representing 4.2% as indicated in Table 4. The study established a high response rate and this was attributed to the researcher's ability to follow up with the respondents and also due to the small number of the respondents that the researcher was able to reach out easily. Pew Research Center (2021) recommends that 50% response rate is adequate for a questionnaire, while between 60% and 70% are considered good and that a rate above 70% or higher, very good for analysis. The study achieved a response rate of 95.8%, which was therefore sufficient and excellent for analysis.

Table 4: Response Rate

Category	Number of respondents	Percentage (%)
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Issued questionnaires	48	100
Returned questionnaires	46	95.8
Not returned questionnaires	2	4.2

4.3 Demographic Information of the Respondents

The study sought to know the demographic characteristics of the respondents who took part in the study. This involved the information on the respondents' gender, age bracket, education level, how long they had served in the organization and the management position held in the organization. This information was vital as it related to the respondents understanding of the organization operations and performance, and which was also in line with the study's core objectives. The results were indicated as shown below;

4.3.1 Gender of the Respondents

This question sought to establish the gender of the respondents and general overview of gender representation on the employee workforce at RCK. The findings of the study were summarized as under in Table 5;

Table 5: Gender of the respondents

Gender of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Male	27	58.7	58.7	58.7
Female	19	41.3	41.3	100.0
Total	46	100.0	100.0	

The findings in table 5, show that majority of the respondents that took part in the study were males at 58.7% whereas females stood at 41.3%. This is an indication that RCK has a fair representation of both genders on its workforce.

4.3.2 Age of the Respondents

The study sought to know the age range of the respondents who took part in the study. The aim of this question was to determine whether RCK had an active and youthful workforce that would steer its agenda of caring for the refugees in Kenya. The summarized findings were presented in Figure 2 below;

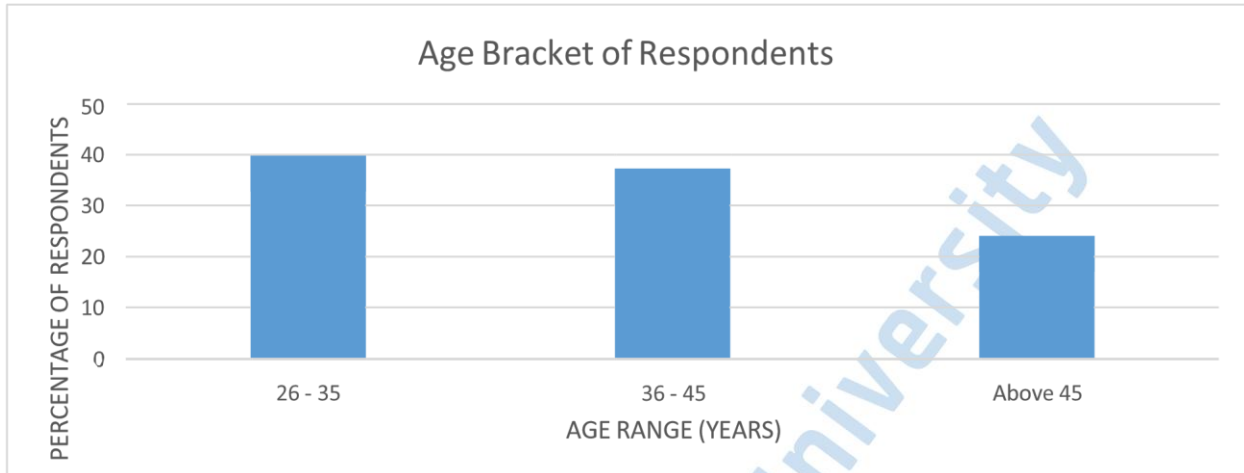


Figure 2: Age of respondents

The results in Figure 2 above showed that majority of the respondents involved in the study were aged between 26 years to 35 years (39.1%). This was followed closely by those respondents who were 36 to 45 years (37%) and remaining ones, above 45 years (23.9%). This suggested that most of the employees at RCK were in their active years and therefore were productive and could tailor the NGO to realize its goals.

4.3.3 Education Level of Respondents

The study further sought to establish the education levels of the respondents. This question aimed at establishing how knowledgeable and educated the employees at RCK were. The summarized results were presented as under in Figure 3;

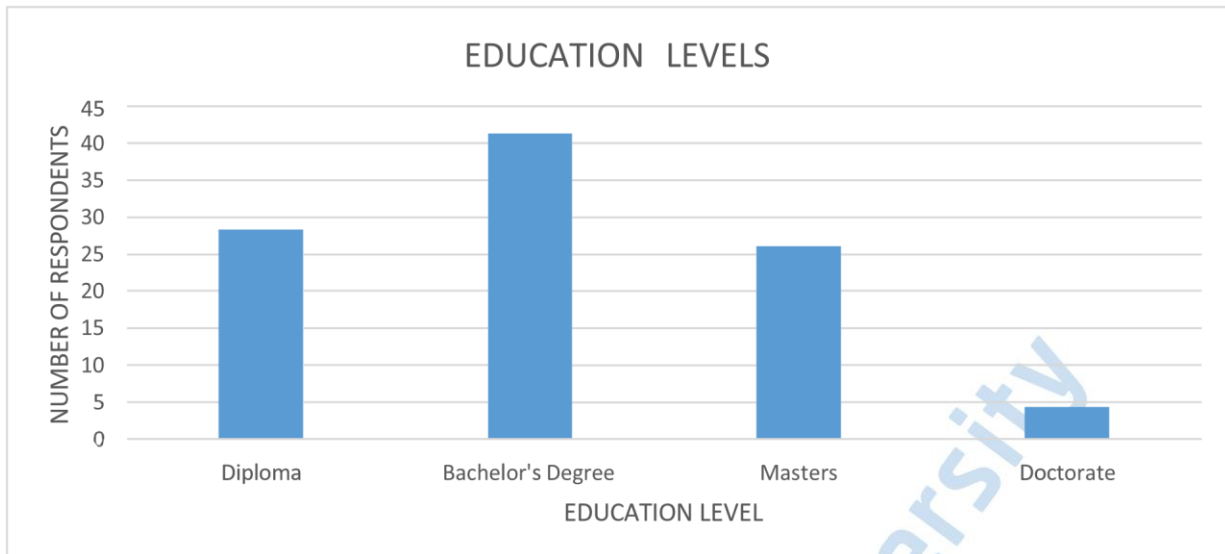


Figure 3: Level of education of respondents

Figure 4.2 above, shows that majority of the respondents were bachelor degree holders at 41.3%, while 28.3% had diploma level of education, 26.1% held master's qualifications and the remaining 4.3% held doctorate degrees respectively. This is an indication that the respondents were able to comprehend and give required responses as per the study. Consequently, that the employees at RCK were well educated and knowledgeable.

4.3.4 Duration in Years worked in the Organization

The study also sought to know how long the respondents of the study had worked for their organization. This question sought to establish how well versed the respondents were with the RCK's operations and strategies the organization implemented to accomplish their overall performance objectives. The work duration was also an indication of their experience with the organization activities and roles. The summarized findings were presented in Figure 4 below;

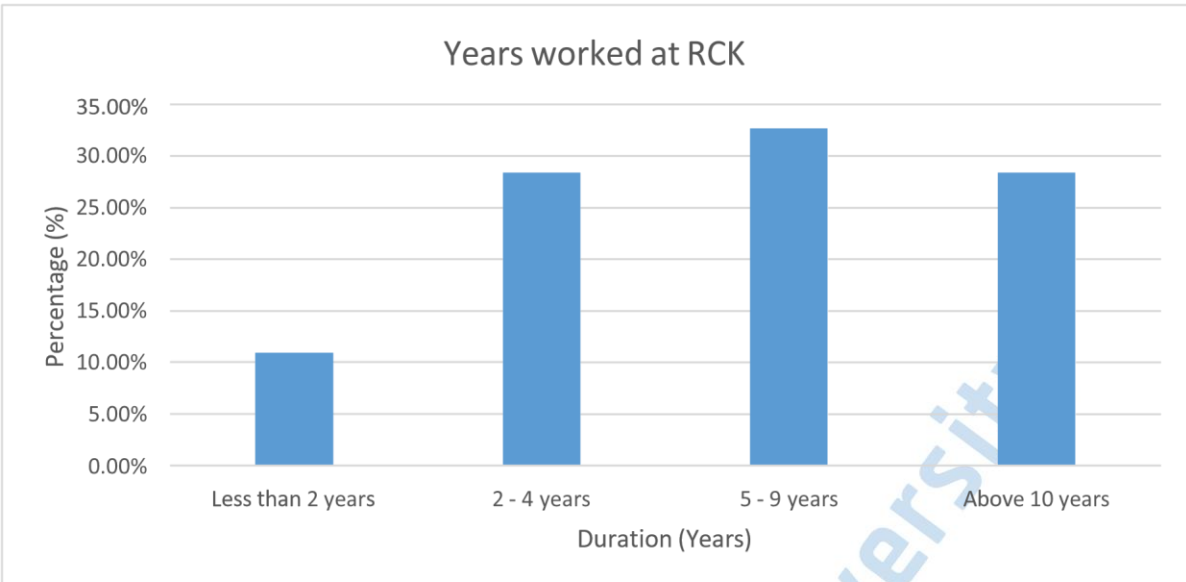


Figure 4: Duration worked at RCK

From the above Figure 4, it is evident that majority of the respondents had worked in the organization for a period exceeding two years and hence were experienced enough with the operations and performance of the organization. A paltry 10.9% had barely worked for RCK for two years as compared with the majority. This suggests that employees at RCK were able to comprehend their duties well since they have been at the organization for a considerable period of years.

4.3.5 Management Position in the Organization

The study sought to know the various positions the respondents held in their organization. This was meant to establish the positions of employees in the organizational structure of RCK and knowledge in their responsibilities. The summarized results were presented as under in Figure 5;

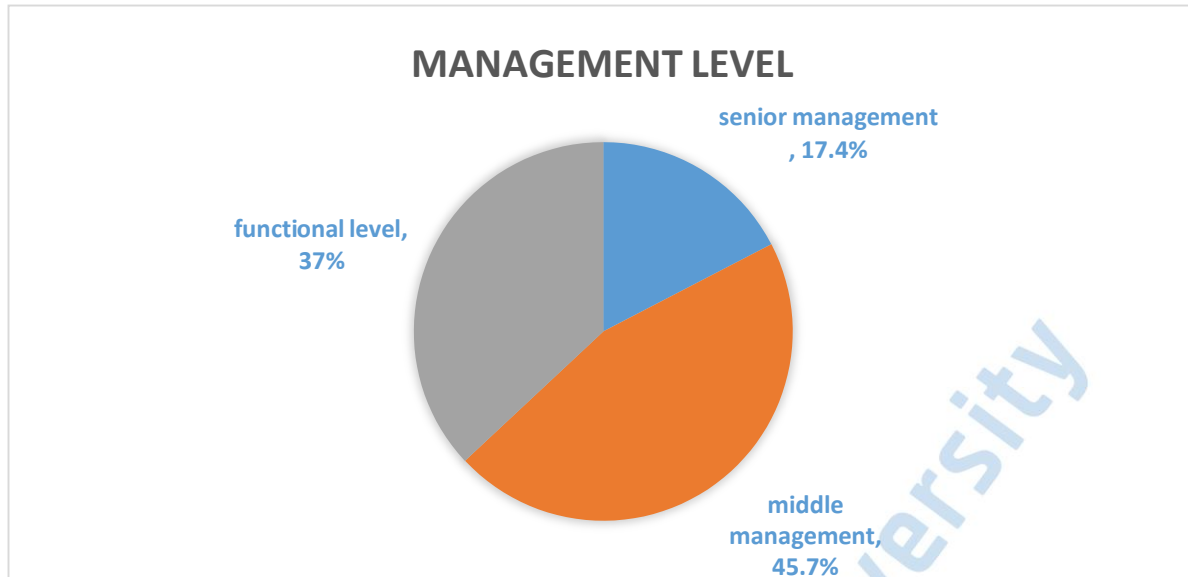


Figure 5: Management level

Findings showed that 45.7% of the respondents were from middle position in the organization. This was an indication that the respondents were reliable and therefore could give adequate information on the study. However, the remaining 37% were from the functional level in the organization as opposed to 17.4 who were from the senior management position. The findings suggest that the respondents involved in the study were able to understand the strategic management practices that were being implemented to steer organizational performance of the Refugee Consortium of Kenya.

4.4 Descriptive Analysis of Study Variables

The main purpose of this study was to determine the influence of strategic management practices on organizational performance of the Refugee Consortium of Kenya. To achieve this purpose, the study formulated four specific objectives with an aim of establishing how strategic management practices influenced organizational performance of RCK. This involved establishing the influence of strategy formulation, performance evaluation, strategic implementation and stakeholder engagement on the performance of RCK. The findings of the study were summarized and presented as under;

4.4.1 Influence of Strategy Formulation on Organizational Performance of RCK

The first specific objective aimed at establishing whether strategy formulation influenced organizational performance of RCK. The respondents were required to give their opinions on a

likert scale of 1 to 5, where 1=strongly disagree, 2=disagree, 3= neutral, 4=agree and 5=strongly agree.

The first question on this objective asked respondent whether RCK had a strategy in place to steer its performance of delivering humanitarian services to the refugees in Kenya. Respondents gave varied answers as presented in Figure 6 below;

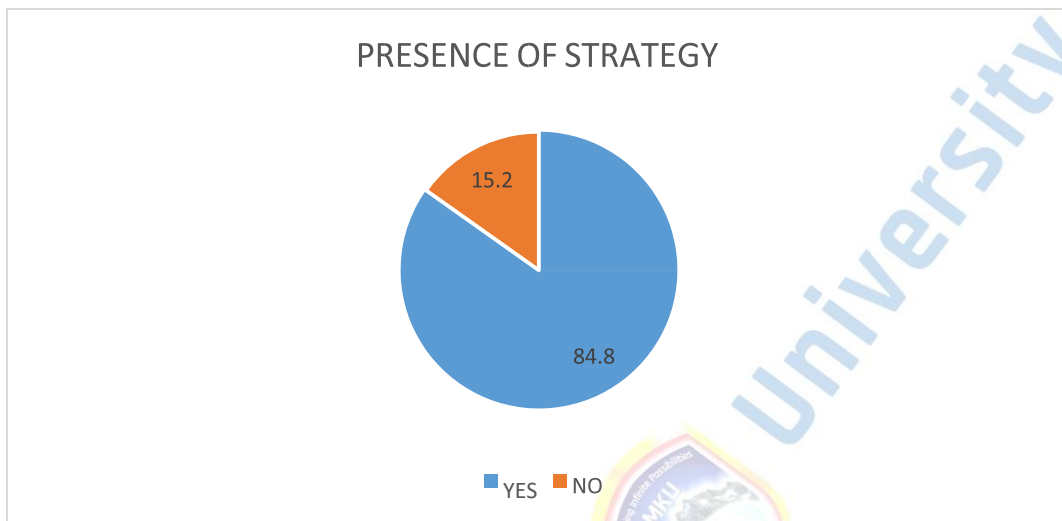


Figure 6: Does your organization have a strategy?

Findings obtained showed that majority of the respondents agreed that RCK formulated strategies as reflected by 84.8% whereas others gave a contrary view (15.2%).

The respondents further elaborated on how this was achieved within the organization by giving the following responses:

Some respondents opined that senior management took a lead role in the development and formulation of strategies for RCK and then shared with the other employees for their input, whereas some said that all the employees took part in the process.

However, some respondents were not sure though cited that management held workshops where the organization strategy was presented to them with a view of obtaining their feedback on the same. The study also noted that some respondents opined that all employees, stakeholders and key partners were involved in the formulation of RCK strategies, with a view of reviewing the contribution of the organization and charting a way forward for the next 5 years.

However, a number of respondents also gave a contrary view citing that RCK engaged a consultant and guided them on what they required to steer the organization forward. The organization also engaged staff members and other stakeholders from whom they needed their input.

In conclusion, the study observed that strategy formulation at RCK was not elaborate and open to many employees as reflected from their varied and contrary responses. Hence the need to integrate all the stakeholders in the process by incorporating their views.

The last question sought respondents' opinion on their level of agreement on the statements regarding strategy formulation at RCK. The findings were presented as under in Table 6;

Table 6: Descriptive Statistics on Strategy Formulation

Statement	N	Sum	Mean	Std. Deviation
We have an elaborate laid out action plans that guide our strategy formulation process	46	196.00	4.2609	.92939
Managers are actively involved in creating vision and mission of the organization	46	200.00	4.3478	.73688
Managers actively participate in making important choices that impact our company's operations during strategy formulation	46	201.00	4.3696	.71051
Our organization employs PESTEL analysis in understanding factors that affect our external operations	46	192.00	4.1739	.76896
The organization considers environmental issues while formulating guiding principles, assessing strategic development options, and making strategic decisions.	46	209.00	4.5435	.65681
The strategic intent of our organization is the guiding principle to achievement of our mission statement and vision	46	202.00	4.3913	.88137
The current operational environment serves as the foundation for our organization's strategic decisions.	46	193.00	4.1957	.80608
Valid N (listwise)	46			

Findings in Table 6 above indicate that the respondents agreed that RCK have an elaborate laid out action plans that guide their strategy formulation process with a mean score of 4.2609 and a standard deviation of 0.92939. The respondents further acknowledged that managers were actively involved in creating vision and mission of the organization as shown with a mean rating of 4.3478 and standard deviation = 0.73688.

Moreover, the study found that managers were actively involved in making major decisions that affect our organization's operations during strategy formulation as indicated by a mean of 4.33696 with a standard deviation of 0.71051. The respondents further agreed that RCK employs PESTEL analysis to understand factors that affect their external operations as shown by a mean rating of 4.1739 and standard deviation of 0.76896.

Furthermore, the study found that RCK assimilates environmental concerns while developing strategic decisions, and when evaluating alternatives to strategic development and issuing guiding principles during strategy formulation process as indicated by a mean score of 4.5435 and standard deviation of 0.65681.

Consequently, the study found that respondents agreed that strategic intent of the organization was the guiding principle to the overall achievement of RCK mission statement and vision (mean=4.3913 and standard deviation =0.88137). Finally, the study found that strategic decisions of RCK was based on the prevailing operational environment as shown by a mean of 4.1957 and standard deviation of 0.80608. In conclusion, the study noted consistencies with previous researches by Anyieni and Areri (2026) that there was evidence of high level of significance between leadership styles and success of the strategic planning process. They also found that communication determines strategic planning, though not greatly.

The last question sought respondents' opinion on whether the organization had realized its strategic purpose. The respondents answered this question with varied responses being noted as reflected from the Figure 7 below;

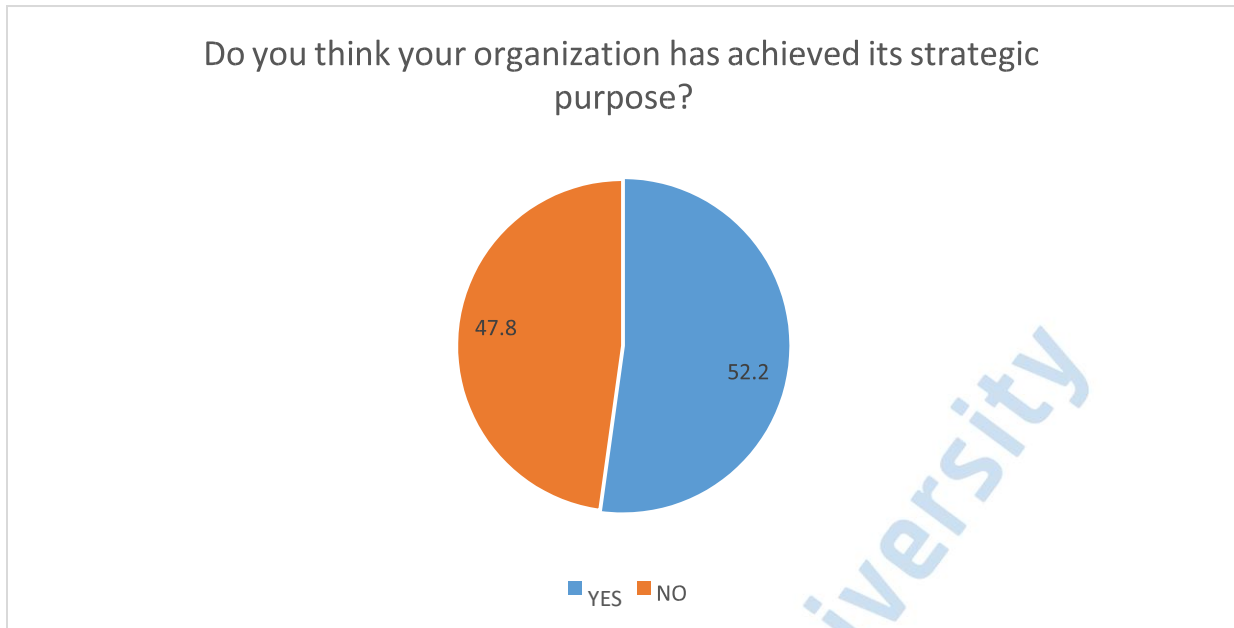


Figure 7: Achievement of strategic purpose

The findings showed that there were varied results on the achievement of strategic purpose of RCK. While some respondents agreed, some disagreed in equal proportion. Some were of the opinion that RCK had established itself in the humanitarian sector as a key actor providing services set out in their strategic plan. While others noted that RCK had achieved its mandate as purposed in their vision, taking into consideration all aspects of both internal and external environments to ensure alignment with RCK mission statement.

Moreover, the study further observed that respondents concurred that RCK had achieved its target in the community by providing humanitarian support to refugees and equally was moving in the right direction with its vision.

4.4.2 Influence of Performance Evaluation on Organizational Performance of RCK

The second objective sought to examine the influence of performance evaluation on organizational performance of RCK. This objective sought to know the extent to which KPIs, strategic control and performance monitoring influenced organizational performance of RCK.

The first question under this objective sought to know whether performance evaluation was important in the implementation of strategic decisions in their organization. The summarized results were presented in Figure 8 below;

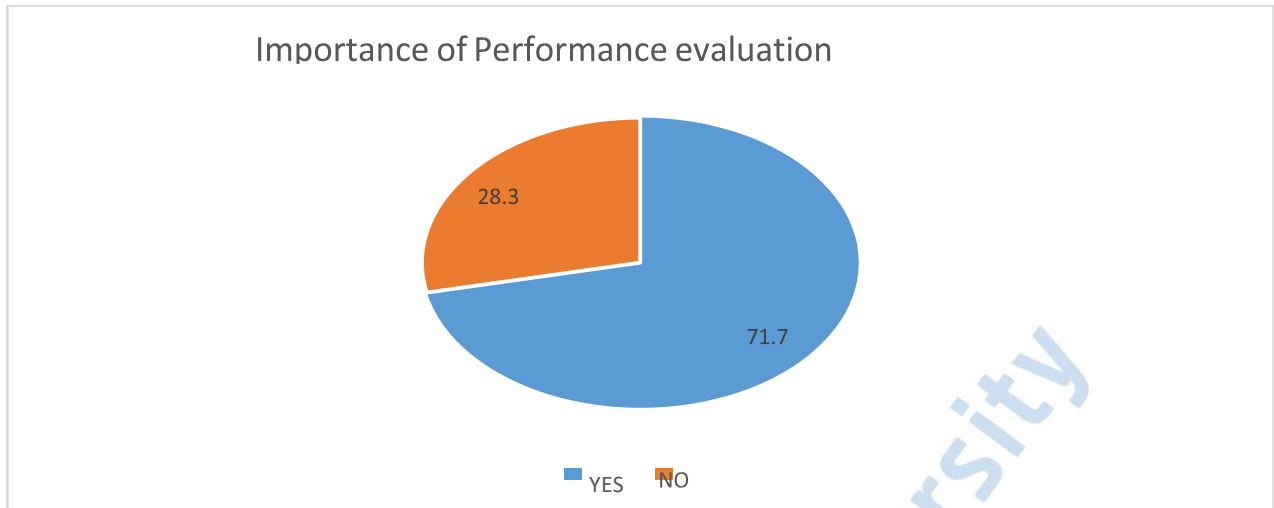


Figure 8: Importance of performance evaluation

The findings demonstrated that performance evaluation was a vital tool during the implementation process of strategic decisions of RCK as shown by the majority in agreement (71.7%) in the above Figure 8. Though some respondents held a divergent view as indicated by 28.3% in disagreement.

The second question on this objective sought the respondents' opinion on their level of agreement with the statements provided regarding the influence of performance evaluation on organizational performance of RCK. The findings were summarized in Table 7;

Table 7: Descriptive Statistics on Performance Evaluation

Statement	N	Sum	Mean	Std. Deviation
Our organization has formulated key performance indicators and metrics used to track progress towards strategic goals.	46	198.00	4.3043	.86589
Regular performance evaluation helps our organization in identification of deviations from planned actions	46	201.00	4.3696	.85267

Performance evaluation enhances strategic control of organizational resources and sound use of limited resources towards meeting its Mission	46	203.00	4.4130	.85832
Our organization emphasizes the need to track organization progress towards its strategic goals, key challenges and what actions to take.	46	200.00	4.3478	.84898
Continuous performance monitoring is critical in making necessary adjustments in organization's operations.	46	207.00	4.5000	.78174
Performance evaluation provides the general view of action to be taken and results to be achieved	46	197.00	4.2826	.77926
Valid N (listwise)	46			

Findings in the above Table 7 show that respondents agreed that RCK has formulated key performance indicators and metrics that they use in tracking progress towards attaining their strategic goals as shown by a mean of 4.3043 and standard deviation of 0.86589.

Findings in the above Table 7 show that respondents agreed that RCK has formulated key performance indicators and metrics that they use in tracking progress towards attaining their strategic goals as shown by a mean of 4.3043 and standard deviation of 0.86589.

The results further showed that regular performance evaluation helps the organization in the identification of deviations from planned actions as indicated by a mean of 4.3696 and standard deviation of 0.85267. Moreover, the study found that performance evaluation enhanced strategic control of organizational resources and sound use of limited resources towards meeting its mission (mean=4.4130, standard deviation = 0.85832).

RCK lays emphasis on the need to track organization progress towards its strategic goals, their key challenges and what actions to take as noted by majority of the respondents in agreement (mean = 4.3478, standard deviation = 0.84898).

Findings further revealed that respondents agreed that continuous performance monitoring was critical in making necessary adjustments in organization's operations and need for improvement as reflected by a mean of 4.5000 and standard deviation of 0.78174. Furthermore, performance evaluation presents the general view of action that should be taken to realize to ensure the desired results are achieved (mean = 4.2826, with a standard deviation of 0.77926).

4.4.3 Influence of Strategy Implementation on Organizational Performance of RCK

The third objective aimed at establishing the influence of strategy implementation on organizational performance of RCK. To achieve this, the study asked the respondents to state ways in which strategy implementation has affected performance of their organization. Various responses were received from the respondents which included the following;

“Strategy implementation has enabled our organization to meet its obligations and goals”.

“It has helped us plan and know what we are meant to do in terms of work. We also use strategy implementation for staff appraisals”.

“Helps us to meet our organizational goals and vision of ensuring the community is happy with our work”.

“Strategy implementation has given more clarity to the organization goals and the group effort, time, and financial resources are reserved to most significant tasks of achieving the goals”.

“It has ensured that optimal use of available resources within the organization and has ensured that all planned activities are achieved through monitoring and evaluation of performance”.

“Clarity of strategic priorities, prioritization of funding to key strategy areas, improved staffing decisions, and flexibility to changing global humanitarian issues”.

From the above quoted responses, the study observed that strategy implementation contributed significantly to the realization of performance targets of RCK through enhancing clarity of organizational goals and allocating adequate resources to more pressing organizational objectives.

The next question sought the respondents' opinion on their level of agreement on the statements provided relating to strategy implementation and performance of RCK. The question looked at how leadership attributes, resource deployment and organization structure facilitated achievement of set performance objectives of RCK. The results were summarized in Table 8 below;

Table 8: Descriptive Statistics on strategy implementation

Statement	N	Sum	Mean	Std. Deviation
We have rich leadership attributes that helps our organization in steering the implementation of strategic decisions	46	184.00	4.0000	1.11555
The organization has effective leadership that inspire and motivate employees towards implementation and realization of its strategic objectives	46	184.00	4.0000	.91894
Our organization structure empowers employees to make relevant decisions to expedite the implementation of strategic initiatives	46	202.00	4.3913	.74471
Our structure fosters a culture of innovation, and collaboration which enhances the organization's ability to effectively execute its strategy	46	197.00	4.2826	.91075
Our organization allocates adequate resources for accomplishment of the organization goals and objectives	46	198.00	4.3043	.78513

Our organization's efforts are directed towards achieving its strategic goals in a coordinated and efficient manner	46	181.00	3.9348	.95224
We align our resources to strategic priorities that are geared towards activities that support the effective implementation of our strategic goals.	46	186.00	4.0435	1.01009
Valid N (listwise)	46			

Findings show that respondents agreed that RCK has rich leadership attributes that helps the organization in steering the implementation of strategic decisions as demonstrated by a mean score of 4.0000 and standard deviation of 1.11555. Findings also showed that RCK has effective leadership that inspires and motivates employees towards the implementation and realization of its strategic objectives as shown by a mean of 4.0000 with a standard deviation of 0.91894.

In addition, the study found that RCK structure empowers employees to make relevant decisions to expedite the implementation of strategic initiatives as agreed by majority of the respondents (mean =4.3913, with standard deviation = 0.74471). Moreover, their structure fosters a culture of innovation, and collaboration which enhances the organization's ability to effectively execute its strategy (mean = 4.2826, standard deviation = 0.91075).

The study further found that RCK allocates adequate resources for accomplishment of the organization goals and objectives as shown by mean core of 4.3043 and a standard deviation of 0.78513. Consequently, the study noted that the organization efforts were directed towards achieving its strategic goals in a coordinated and efficient manner (mean =3.9348. standard deviation = 0.95224).

Findings also indicated that the organization aligned its resources to strategic priorities that are geared towards activities that support the effective implementation of their strategic goals as agreed by the respondents (mean = 4.0435, standard deviation = 1.01009). In conclusion the study noted that the implementation of strategic initiatives with adequate alignment of resources would

influence performance of the organization through achievement of its stated goals and realization of its vision.

The last question under this objective required respondents to mention other factors that they thought would affect strategy implementation in the organization. The researcher noted that most respondents opined that employee attitudes played a crucial role in the strategy implementation process and hence would determine the end results. Additionally, resource availability and channels of communication that foster effective relay of information about strategy implementation came out strongly as some of the factors that hinder realization of organization's strategy.

Some respondents also opined that donor demands, and staff turnover may also affect strategy implementation in the organization. The respondents cited that some donors place stringent measures before they can provide funding. This at times may not be in tandem with the culture and ideals of the organization and sometimes may put the organization at risk of securing the funds for implementation.

In conclusion the study observed that strategy implementation is a critical stage that organizations management needs to watch out so that the organization achieves the desired targets as envisioned in their vision and mission statement. Failure to align these critical elements may frustrate the process and bar the organization from attaining its performance goals.

4.4.4 Influence of Stakeholder Engagement on Organizational Performance of RCK

The last objective sought to examine the influence stakeholder engagement on organizational performance of RCK. This objective aimed at establishing how stakeholder concerns, stakeholder commitment and expectations would influence overall performance of the organization. To achieve this, the first question asked respondents to give their views on whether stakeholder engagement had influence on performance of RCK. The summarized results were presented in Figure 9 as under;

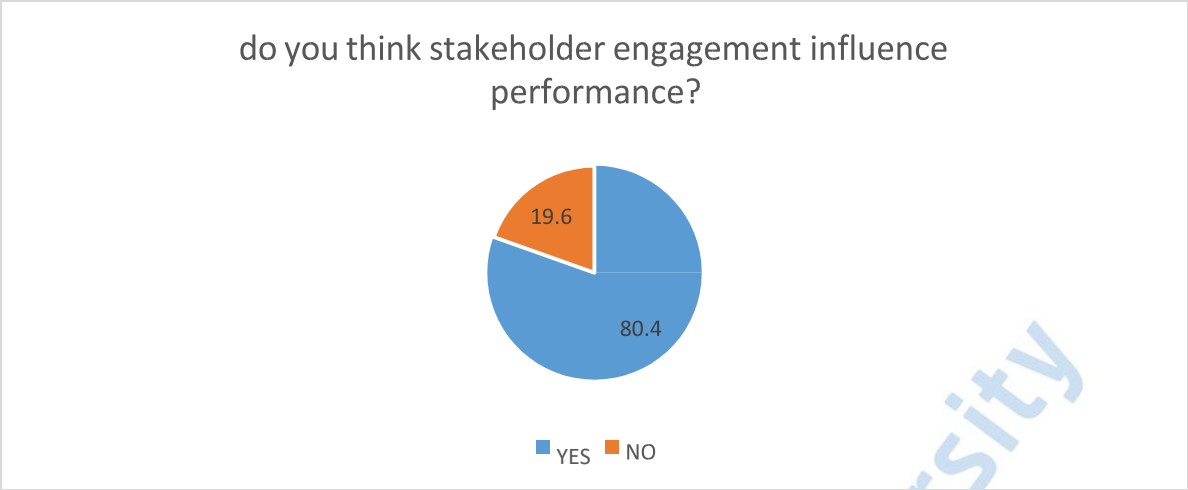


Figure 9: Influence of stakeholder engagement on performance

Findings on Figure 9 above indicate that stakeholder engagement greatly influences organizational performance of RCK as shown by majority in agreement (80.4%) as opposed to those with contrary opinion at 19.6%.

The last question required the respondents to rate their opinion on a scale of 1 to 5 depending on their level of agreement with the provided statements on stakeholder engagement. The summarized findings were presented as under in Table 9;

Table 9: Descriptive Statistics on Stakeholder Engagement

Statement	N	Sum	Mean	Std. Deviation
Stakeholders’ knowledge of the organization’s strategy is important for the execution of the strategy and overall performance of the Organization	46	191.00	4.1522	1.03209
Stakeholders are able to share their concerns freely regarding the organization’s strategy with the management and this enhances the stakeholder engagement	46	183.00	3.9783	1.20165
Communication about the strategy determines success of the organization in realizing its objectives and goals	46	194.00	4.2174	.89226

Stakeholders' commitment to the organization is important for enhancing the organizations Performance	46	186.00	4.0435	.94178
Our organization's values promote stakeholder engagement	46	184.00	4.0000	1.09545
Our organization values support stakeholder engagement and thus support the vision and mission of the Organization	46	193.00	4.1957	.83319
Our organization culture promotes open channels of sharing information about the organization performance	46	190.00	4.1304	.95705
Valid N (listwise)	46			

Findings from above Table 9 indicate that stakeholders' knowledge of the organization's strategy is important for the execution of the strategy and overall performance of the organization as shown by a mean score of 4.1522 and standard deviation of 1.03209, an indication of closeness to the mean.

Findings further showed that respondents agreed that stakeholders were able to share their concerns freely concerning the organization's strategy with the management and this enhanced the stakeholder engagement on RCK activities towards its performance targets (mean =3.9783, standard deviation = 1.20165).

Furthermore, the study found that majority of the respondents agreed that communication about the strategy determines success of the organization in realizing its objectives and goals (mean = 4.2174, standard deviation =0.89226). Moreover, findings revealed that stakeholders' commitment to the organization was important factor that contributes to the organizational performance of RCK (mean = 4.0435, with a standard deviation of 0.94178).

Findings showed that the organization's values promoted stakeholder engagement as opined by majority respondents (mean = 4.0000, with a standard deviation of 1.09545). RCK values were

found to support stakeholder engagement and thus contributing significantly to achievement of the vision and mission of the organization as shown by a mean of 4.1957 and standard deviation of 0.83319.

Moreover, the study observed that respondents agreed that RCK culture promoted open channels of communication that facilitated open sharing information about the organization performance, as suggested by a mean score of 4.1304 and standard deviation of 0.95705.

In conclusion, the study observed that stakeholders played an important role on overall achievement of the organization's performance and thus management of NGOs needed to address their concerns and integrate their input when formulating their strategic decisions. This will guarantee their commitment while also serve to meet their expectations.

4.4.5 Organizational Performance of RCK

The main purpose of this study was to determine the influence of strategic management practices on the performance of Refugee Consortium of Kenya. Organizational performance of RCK was measured by magnitude of donor support towards realization of their mandate of supporting humanitarian needs of refugees in Kenya, the level of donor retention and service delivery to beneficiaries that included refugees. To achieve this objective, respondents were asked to share their opinions based on their level of agreement on the statements relating to organizational performance of RCK. The results obtained were summarized in Table 10 below;

Table 10: Descriptive Statistics on Organizational Performance

Statement	N	Sum	Mean	Std. Deviation
Strategic management practices greatly influence our organization's performance	46	185.00	4.0217	1.06435
Our organization efforts are aimed at attaining the goals, mission statement and Vision	46	187.00	4.0652	.82737

Our organization internal processes are flexible and adaptable in delivering quality services	46	174.00	3.7826	.86700
Our organization has capacity to mobilize funding from donor agencies and governments to support our operations.	46	195.00	4.2391	.79400
Our beneficiaries are satisfied with our service provision and support	46	177.00	3.8478	.84241
Committed staff in our organization has facilitated attainment of strategic objectives and goals	46	195.00	4.2391	.87394
Valid N (listwise)	46			

Findings showed that respondents agreed that strategic management practices greatly influenced their organization's performance as indicated by a mean value of 4.0217 and a standard deviation of 1.06435. The study also found that RCK efforts were aimed at attaining the goals, mission statement and vision as indicated by a mean = 4.0652. standard deviation= 0.82737.

Findings further showed that respondents agreed that RCK's internal processes were flexible and adaptable in delivering quality services to their clients as opined by the majority (mean= 3.7826, with a standard deviation = 0.86700).

The study also found that RCK had the capacity to mobilize funding from donor agencies and governments to support its operations (mean = 4.2391, standard deviation =0/79400). And that their beneficiaries were satisfied with the organization's service provision and support as shown by a moderate mean score of 3.8474 and standard deviation of 0.84241.

Finally, findings of the study showed that committed staff in the organization significantly facilitated attainment of strategic objectives and goals of the organization as represented by a mean value of 4.2391 and standard deviation of 0.87394.

In conclusion, the study made observations that performance of RCK was good though a few areas needed to be strengthened to reduce donor reliance and enhance their sustainability. This would

go hand in hand with diversifying funding sources and seeking new partnerships with other humanitarian NGOs across the sector.

4.5 Regression Analysis

The study used regression analysis to determine the relationship between the independent variables and the dependent variable of the study. The regression model is generally essential in understanding the strength and nature of the relationship between the independent and dependent variables of the study. The aim of regression analysis is to show how and to what extent each variable affects the dependent variable. It is generally used to determine the weight of independent factors' effect on the dependent variable. The model was then subjected to a series of tests to see if it was satisfactory.

4.5.1 Model Summary

To determine whether the regression line could explain all of the variation in the dependent variable, the regression model summary was utilized. If the recorded y-values are widely distributed around the regression line, it can be seen from the model summary (Kothari, 2004). Consequently, a percentage of the total variation in the dependent variable is described by the regression model. The model summary in Table 11 below shows that the model was of good fit with an R-square value of 0.423, meaning the independent variables; strategy formulation, performance evaluation, strategy implementation and stakeholder engagement explained 52.3% of the variation in organizational performance of RCK. While the remaining percentage (47.7%) could be as a result of factors not covered in this study.

Table 11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650 ^a	.523	.437	3.87708	.737

a. Predictors: (Constant), SEN, SIM, SF, PEV

b. Dependent Variable: OPF

4.5.2 Analysis of Variance

The ANOVA test was used to test the model significance. For this study, the significance of the model was tested at 95% confidence level, with a p-value of less than 0.05, indicating a statistical significance. The relationship between strategy formulation, performance evaluation, strategy implementation, stakeholder engagement and organizational performance of RCK was tested using analysis of variance. The summarized results were presented in Table 12 below;

Table 12: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.155	4	21.539	31.433	.000 ^b
	Residual	616.301	41	15.032		
	Total	702.457	45			

c. Dependent Variable: OPF

d. Predictors: (Constant), SEN, SIM, SF, PEV

The analysis of variance results presented in the Table 12 above illustrates that model was significant ($F=31.433$, $P<0.05$). This implies that the combined independent variables of strategy formulation, performance evaluation, strategy implementation and stakeholder engagement account for a significant amount of variation in organizational performance of Refugee Consortium of Kenya. The significant F value is an indication that the variation in the organizational performance of RCK is not due to chance but rather influenced by the independent factors included in the model. The p-value of 0.000 which is less than the significance level, $p = 0.05$, confirms statistical significance of the findings.

4.5.3 Regression Beta Coefficients

The beta coefficient is the amount of the coefficient for each independent variable that shows how much of an effect that variable has on the dependent variable. The sign of the coefficient (positive or negative) indicates the direction of the influence. Depending on whether the independent variable is positive or negative, the coefficient in a regression with a single independent variable indicates

how much the dependent variable is expected to change when the independent variable increases by one.

The regression beta coefficients were used to determine the effect of the independent factors on the dependent variable in the study. The beta coefficients allowed the researcher to ascertain which among the strategic management practices (strategy formulation, performance evaluation, strategy implementation and stakeholder engagement) had the greatest influence on organizational performance of RCK. Table 13 below shows the regression beta coefficient results.

Table 13: Regressions Beta Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	30.182	15.801		1.910	.003
1 SF	.330	.292	.268	.443	.000
PEV	.271	.359	.130	.198	.000
SIM	.318	.207	.226	1.532	.001
SEN	.327	.202	.240	1.623	.002

a. Dependent Variable: OPF

From the above results, the regression equation was fitted as follows;

$$Y = 30.182 + 0.330 \times_1 + 0.271 \times_2 + 0.318 \times_3 + 0.327 \times_4 + \epsilon$$

From the equation, when holding all independent factors (strategy formulation, performance evaluation, strategy implementation and stakeholder engagement) constant, the expected value of the dependent variable (organizational performance) is 30.182 with a p-value of 0.003 which less than $p < 0.05$. The regression analysis shows that all independent variables (strategy formulation, performance evaluation, strategy implementation and stakeholder engagement) have a positive and significant influence on the organizational performance of RCK.

From the equation, when holding all independent factors (strategy formulation, performance evaluation, strategy implementation and stakeholder engagement) constant, the expected value of the dependent variable (organizational performance) is 30.182 with a p-value of 0.003 which less

than $p < 0.05$. The regression analysis shows that all independent variables (strategy formulation, performance evaluation, strategy implementation and stakeholder engagement) have a positive and significant influence on the organizational performance of RCK.

The findings show that strategy formulation has a positive and significant influence on organizational performance of RCK ($\beta = 0.330$, $p = 0.000 < 0.05$). This implies that a unit increase in strategy formulation will lead to a significant increase to organizational performance of RCK by 0.330 units. The standard coefficient (B) is 0.268, which implies that strategy formulation has a moderate positive influence on organizational performance of RCK. Furthermore, the T-value is 0.443 at a pvalue = 0.000 which is less than $p < 0.05$, is significant, an indication that the relationship between strategy formulation and organizational performance is robust and is unlikely due to chance.

The study observes that developing clear action plans, mission and vision and formulating a good strategic intent for the organization are key in achieving desirable organizational performance metrics. All other important and vital elements must be integrated in strategy formulation to develop a good strategic decision that will tailor the organization to the realization of its stated goals. This aligns with the views of Ogwen (2023) that all three aspects of strategy i.e. strategic planning, execution, and evaluation have positive and significant relationships and had substantial impact on the success of the SACCOs and that senior managers at the SACCOs should focus on the societies' mission and approaches to create effective strategies.

Secondly, performance evaluation was found to have a positive and significant influence on organizational performance of Refugee Consortium of Kenya ($\beta = 0.271$, $p = 0.000 < 0.05$). This implies that as one of the strategic management practices, performance evaluation is critical in ensuring that all aspects of organizational performance are geared towards the realization of set organizational targets. Therefore, a unit increase in performance evaluation will significantly lead to an increase in organizational performance by 0.271 units. The standard coefficient (B) is 0.130 implying that performance evaluation has a significant influence on organizational performance of RCK. On the other hand, a T-value of 0.198 at a p-value of 0.000 is less than $p = 0.05$, is significant, an indication that the influence of performance evaluation on organizational performance is due to chance.

In conclusion, the study noted that evaluation of performance provides a leeway for checking performance levels against set targets as envisioned in the strategic objectives of the organization. The findings are consistent with those of Favaro (2015) who avers that a number of objectives

benchmarks must be set in order to steer the organization to assess performance, and manage the strategy's execution process. By connecting the strategy to important indicators of performance and success, tools like the balanced scorecard and strategy maps may aid in the crystallization of the strategy.

Findings also showed that strategy implementation had a positive significant influence on organizational performance of RCK. ($\beta = 0.318$, $p = 0.001 < 0.05$). This implies that for every one-unit increase in strategy implementation, organizational performance of RCK will significantly increase by 0.318 units. The standard coefficient (B) is 0.226, implying that strategy implementation has a moderate positive effect on organizational performance of RCK. Furthermore, the T-value 1.532 at a p-value = 0.001, is less than $p = 0.05$, is significant, an indication that the relationship between strategy implementation and organizational performance is robust and is unlikely due to chance. In conclusion, the study noted that strategy implementation plays a very significant role in influencing the performance of RCK.

Hence the need for RCK management to nurture good leadership attributes among its employees, adequately deploy sufficient resources to allow for smooth and uninterrupted implementation of its strategic initiatives and structure organization's operations to allow for efficient and effective passage/making of decisions among its stakeholders. These findings align with the views of Njagi et.al. (2015) who indicated that management needed to address various challenges that arise during implementation of the strategy which may not have been considered during formulation. However, they acknowledged that the challenges require a congruence between strategy and organizations' architecture.

Finally, the study found that stakeholder engagement had a positive significant influence on the organizational performance of RCK ($\beta = 0.327$, $p = 0.002 < 0.05$). This implies that a unit change in stakeholder management, will result in a significant increase on organizational performance of RCK by 0.327 units. The standard coefficient (B) is 0.240, implying that stakeholder engagement has a moderate positive significant effect on organizational performance of RCK. The T-value of 1.623 at a p-value = 0.001, is less than p-value of 0.05, is highly significant, an indication that the relationship between stakeholder engagement and organizational performance is robust and is unlikely due to chance. In summary, findings showed that stakeholder engagement played a significant role in determining the organizational performance of RCK.

Hence addressing key stakeholder concerns, management commitment to stakeholder values and meeting their expectations are key factors that organizations must strive to look into in order to realize their performance goals. The findings align with the recommendations of Awiti, Ngonga, Imbabi, Mande, and Busieka (2020) who found that stakeholder engagement had a positive but negligible moderating influence on the association between strategic management and intervention performance. The study advised that NGOs handling HIV and AIDS projects should encourage more constructive stakeholder involvement at all levels of strategic management to improve the efficacy and performance of HIV and AIDS interventions administered by NGOs. This can only be realized by a productive liaison of donors, employees, and community members in the whole strategic management process.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter captures the summary of research findings on the influence of strategic management practices on the organizational performance of Refugee Consortium of Kenya. The chapter also presents the conclusion of the study and policy recommendations that are based on the findings of the study and the areas for further researches for those aspiring to conduct more studies on the subject area.

5.2 Summary of Findings

This section provides a summary of the findings obtained from the analysis performed on the data that was collected from the respondents of the study. The summary has been presented in accordance with the objectives of the study.

5.2.1 Strategy Formulation and Organization Performance

This objective sought to examine the influence of strategy formulation on organizational performance of Refugee Consortium of Kenya. The findings indicated that senior management took a lead role in the formulation of strategies for RCK and then shared with the other employees for their input, whereas some said that all the employees took part in the process (mean=4.2609). While some said that all employees, stakeholders and key partners were involved in the formulation of RCK strategies, with a view of reviewing the contribution of the organization (mean=4.5453). However, at times RCK engaged a consultant and guided them on what they required to steer the organization forward while also engaged staff members and other stakeholders to get their input.

Findings indicated that the respondents agreed that RCK have an elaborate laid out action plans that guide their strategy formulation process with managers actively involved in creating vision and mission of the organization (84.8%). The top management were solely responsible for strategy formulation for the organization as was noted by the study. They were robustly involved in developing major decisions that affect the organization's operations during strategy formulation (mean=4.3913) Furthermore, the study found that RCK assimilates environmental concerns while making strategic decisions, and when evaluating alternatives related to strategic development and issuing guiding principles during strategy formulation process. Consequently, the study found that respondents agreed that strategic intent of the organization was the guiding principle to the overall achievement of RCK mission statement and vision and that strategic decisions of the organization was based on the prevailing operational environment (mean=4.1957).

5.2.2 Performance Evaluation and Organizational Performance

The second objective sought to examine the influence of performance evaluation on the organizational performance of RCK. Findings showed that performance evaluation was a vital tool in the implementation process of strategic decisions of RCK as opined by the majority of the respondents. Furthermore, the study established that RCK had put in place key performance indicators and metrics that were used in tracking progress towards attaining their strategic goals (mean=4.3043).

Moreover, the results revealed that regular performance evaluation helped the organization in identifying deviations of planned actions and enhanced strategic control of organizational resources and sound use of limited resources towards meeting its mission. RCK lays emphasis on the need to

track organization progress towards its strategic goals, key challenges and what actions to take as noted by majority of the respondents in agreement (mean=4.4130).

Findings further revealed that respondents agreed that continuous performance monitoring was critical in making necessary adjustments in organization's operations and need for improvement. In addition, performance evaluation presented the general view of action that should be taken to realize to ensure the desired results are achieved (mean=4.2826)

5.2.3 Strategy Implementation and Organizational Performance

The third objective sought to examine the influence of strategy implementation on organizational performance of RCK. Findings showed that strategy implementation contributed significantly to the realization of performance targets of RCK through enhancing clarity of organizational goals and allocating adequate resources to more pressing organizational objectives. This enabled RCK to achieve its objectives and performance targets (mean=4.000).

Findings also revealed that respondents agreed that RCK had rich leadership attributes that helps the organization in steering the implementation of strategic decisions. This offered effective leadership that inspired and motivated employees towards the implementation and realization of its strategic objectives. In addition, the study found that RCK structure empowered employees to make relevant decisions that helped them in expediting the implementation of strategic initiatives, while at same time fostered a culture of innovation and collaboration to enhance the organization's agility to effectively execute its strategy (mean=4.0435).

The study further found that RCK allocates adequate resources for accomplishment of the organization goals and objectives with more efforts directed towards achieving its strategic goals in a coordinated and efficient manner. It was further revealed that RCK aligned its resources to strategic priorities that were geared towards activities that supported the effective implementation of their strategic goals.

On factors that hindered strategy implementation, most respondents opined that employee attitudes represented an important role in the strategy implementation process and hence would determine the end results (mean=3.9348). Additionally, resource availability and channels of communication that foster effective relay of information about strategy implementation came out strongly as some of the factors that hinder realization of organization's strategy.

5.2.4 Stakeholder Engagement and Organizational Performance

The last objective sought to examine the influence of stakeholder engagement on organizational performance of RCK. This objective aimed at establishing how stakeholder concerns, stakeholder commitment and expectations would influence overall performance of the organization. Findings revealed that that stakeholders' knowledge of the organization's strategy was an important factor in the execution of the strategy and overall performance of the organization (80.4%).

Findings further showed that respondents agreed that stakeholders were able to share their concerns freely concerning the organization's strategy with the management and this enhanced the stakeholder engagement on RCK activities towards its performance targets. Furthermore, the study found that majority of the respondents agreed that communication about the strategy determines success of the organization in realizing its objectives and that stakeholders' commitment to the organization course was a key factor to the performance of RCK (mean=4.2174).

Moreover, it was revealed that RCK values promoted stakeholder engagement which leveraged on the achievement of the vision and mission of the organization (mean=4.1304). Findings also showed that respondents concurred that RCK had a culture of open communication among its employees hence facilitated open sharing information about the organization performance and areas of improvement in their performance.

5.3 Conclusion

The study examined the influence of strategic management practices on the organizational performance of Refugee Consortium of Kenya. The study specifically looked at the influence of strategy formulation, performance evaluation, strategy implementation and stakeholder engagement on organizational performance of RCK.

The study noted that developing clear action plans, mission and vision and formulating a good strategic intent for the organization are key in achieving desirable organizational performance metrics. All other important and vital elements must be integrated in strategy formulation to develop a good strategic decision that will tailor the organization to the realization of its stated goals. The study observed that strategy formulation at RCK was not elaborate and open to many

employees as reflected from their varied and contradictory responses. Hence the need for RCK to integrate all the stakeholders in the process by incorporating their views.

On performance evaluation, the study noted that setting elaborate key performance indicators induced with strategic control of vital organizational resources and regular performance monitoring played out as key factors that influenced achievement of organizational performance metrics. Evaluation of performance provides a leeway for checking performance levels against set targets as envisioned in the strategic objectives of Refugee Consortium of Kenya.

On strategy implementation, the study noted that leadership attributes, resource deployment and organization structure portrayed a vital role in the achievement/success of implementation of strategic initiatives. Alignment of adequate resources would influence performance of the organization through achievement of its stated goals and realization of its vision. Strategy implementation is a critical stage that organizations management needs to watch out so that the organization achieves the desired targets as envisioned in their vision and mission statement. Failure to align these critical elements may frustrate the process and bar the organization from attaining its performance goals.

On stakeholder engagement, the study observed that stakeholders significantly influence the achievement of performance goals of the organizations. In summary, findings showed that stakeholder engagement played a significant role in determining the organizational performance of RCK. Hence addressing key stakeholder concerns, management commitment to stakeholder values and meeting their expectations were key factors that organizations must strive to look into in order to realize their performance goals.

5.4 Recommendations

The study recommends the following;

5.4.1 Strategy Formulation

The elements of setting key action plans of the organization, mission and vision, and the strategic purpose upon which the organization pegs its performance must be integrative to accommodate environmental concerns both within and outside the organization as noted from the findings. Therefore, the study recommends for robust and dynamic measures to be undertaken that

will provide leeway of incorporating organization concerns during strategy formulation in the organization not only in RCK.

5.4.2 Performance Evaluation

Performance evaluation is a key tool that allows management to monitor not only performance but also the progress of implementing and realizing the stated strategic goals, mission and vision of the organization. This can only be achieved when key performance targets are clearly stated in the organization intent. Therefore, this study recommends for RCK and other NGOs in the humanitarian sector to incorporate such tools as strategic control measures, performance monitoring tools and key KPIs to enable them address issues that may hinder them from aligning themselves to their strategic purpose.

5.4.3 Strategy Implementation

Strategy implementation is a key element and phase in the strategic management process, that demands for the contribution of management and leadership of the organization to offer conducive and adequate resources for them to achieve their strategic goals. Achievement of these goals call for a common and team work approach which is still dependent on the leadership attributes of those involved. The study therefore, recommends to facilitate the realization of organizational goals. At the same time, the study recommends that leaders should design flexible structures that permit fast, reliable and efficient communication with the employees. This will go hand in hand in tackling urgent issues that arise during strategy implementation.

5.4.4 Stakeholder Engagement

The study observed that stakeholders played a key role on overall achievement of the organization's performance and thus management of RCK and other NGOs needed to address their concerns and integrate their input when formulating their strategic decisions. This will guarantee their commitment to serve and to meet their expectations. The study recommends that RCK and other NGOs in the humanitarian sector should embrace robust measures that incorporates and integrates stakeholder views, concerns and their commitment to ensure stakeholders expectations are met. The key survival metric for most of these organizations should be a focus on how to improve service delivery to the beneficiaries of their services. Enacting adequate policies to address such

stakeholder concerns will be instrumental in reducing the reeling effects on their overall performance achievement.

5.5 Suggestions for Further Studies

The study concentrated on four elements of strategic management practices to examine their influence on organizational performance of RCK. The study therefore suggests that more researches can be done on other aspects/ strategic management practices that influence performance not only in the humanitarian sector but other sectors and compare results.

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APPENDICES

Appendix I: Research Tools

INSTRUCTION:

Please answer all the questions honestly and exhaustively by putting a tick (✓) or numbers in the appropriate box that closely matches your or alternatively writing in the spaces provided where necessary.

NB: This information will be used STRICTLY for academic purposes only and will be treated with utmost confidence.

SECTION A: DEMOGRAPHIC INFORMATION

1. . Gender: Male Female 2.

Age (years) 18-25 26-35 36-45 Above 45

3. What is the highest level of education you have attained?

Diploma Bachelor's degree Doctorate Master's degree Professional certificate

4. How long have you been in the industry?

Less than 2 years

2 – 4 years

5. – 9 years

Over 10 years

5. Which position do you hold in the organization

Senior management

Middle management

Functional level management

SECTION B: STRATEGIC MANAGEMENT PRACTICES

Please indicate your level of agreement with the following statements concerning strategic management practices. Use the likert scale provided to give your response by ticking on the box in the tables below, consider;

Strongly Agree (SA) [5] Agree (A) [4]

Neutral (N) [3] Disagree (DA) [2]

Strongly Disagree (SD) [1]

STRATEGY FORMULATION

a) Does your organization have a strategy? If yes, how was it formulated?.....

b) What is your level of agreement with the following statements relating to strategy formulation?

Statement	1	2	3	4	5
We have an elaborate laid out action plans that guide our strategy formulation process					
Management is actively involved in creating vision and mission of the organization					
Managers are actively involved in making major decisions that affect our organization’s operations during strategy formulation					
Our organization employs PESTEL analysis in understanding factors that affect our external operations					
The organization incorporates environmental concerns while making strategic decisions, evaluating strategic development alternatives and issuing guiding principles					
The strategic intent of our organization is the guiding principle to achievement of our mission statement and vision					
Strategic decisions of our organization are based on the prevailing operational environment					

c) Do you think your organization has achieved its strategic purpose? Yes [] No []
 If yes elaborate

PERFORMANCE EVALUATION

d) Do you think performance evaluation is important during implementation of

strategic decisions in the organization? Yes [] No []

e) What is your level of agreement with the following statements relating to performance evaluation?

Statement	1	2	3	4	5
Our organization has formulated key performance indicators and metrics used to track progress towards strategic goals.					
Regular performance evaluation helps our organization in identifying deviations from planned actions					
Performance evaluation enhances strategic control of organizational resources and sound use of limited resources towards meeting its mission					
Our organization emphasizes the need to track organization progress towards its strategic goals, key challenges and what actions to take.					
Continuous performance monitoring is critical in making necessary adjustments in organization's operations and need for improvement					
Performance evaluation provides the general view of action to be taken and results to be achieved					

STRATEGY IMPLEMENTATION

f) In what ways has strategy implementation affected performance of your organization?

.....

.....

.....

g) What is your level of agreement with the following statements relating to strategy implementation?

Statement	1	2	3	4	5

We have rich leadership attributes that helps our organization in steering the implementation of strategic decisions					
The organization has effective leadership that inspire and motivate employees towards implementation and realization of its strategic objectives					

Our organization structure empowers employees to make relevant decisions to expedite the implementation of strategic initiatives					
Our structure fosters a culture of innovation, and collaboration which enhances the organization's ability to effectively execute its strategy					
Our organization allocates adequate resources for accomplishment of the organization goals and objectives					
Our organization's efforts are directed towards achieving its strategic goals in a coordinated and efficient manner					
We align our resources to strategic priorities that are geared towards activities that support the effective implementation of our strategic goals.					

h) Can you mention other factors that you think affect strategy implementation in your organization?

.....

.....

.....

STAKEHOLDER ENGAGEMENT

a) In your own view do you think stakeholder engagement influence performance of your organization?

Yes [] No []

b) What is your level of agreement with the following statements relating to stakeholder engagement?

Statement	1	2	3	4	5
Stakeholders knowledge of the organization’s strategy is important for the execution of the strategy and overall performance of the organization					

Stakeholders are able to share their concerns freely regarding the organization's strategy with the management and this enhances the stakeholder engagement					
Communication about the strategy determines success of the organization in realizing its objectives and goals					

Stakeholders commitment to the organization is important for enhancing the organizations performance					
Our organization's values promotes stakeholder satisfaction					
Our organization values support inclusivity of diverse stakeholder opinions					
Our organization culture promotes open channels of sharing information about the organization performance					

ORGANISATIONAL PERFORMANCE

What is your level of agreement on the following statements relating to effect of strategic management practices on performance of humanitarian NGOs in Kenya?

Statement	1	2	3	4	5
Strategic management practices greatly influence our organization's performance					
Our organization efforts are aimed at attaining the goals, mission statement and vision					
Our organization internal processes are flexible and adaptable in delivering quality services					
Our organization has capacity to mobilize funding from donor agencies and governments to support our operations.					
Our beneficiaries are satisfied with our service provision and support					
Committed staff in our organization has made us attain our targeted objectives and goals					

THANK YOU

Appendix II: ERC Certificate



Mount Kenya University

REF: MKU/ISERC/3552 Date: 28 March 2024
TO: LEILA WAITHIRA MURIITHIA
REG: MBA/37846/2015

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE OF HUMANITARIAN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, CASE STUDY OF REFUGEE CONSORTIUM OF KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2596**. The approval period is **28/03/2024 - 27/03/2025**.

This approval is subject to compliance with the following requirements:

- Only approved documents including informed consents, study instruments, MTA will be used
- All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- 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
- 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
- Clearance for export of biological specimens must be obtained from relevant institutions
- 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
- Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

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

Yours sincerely,  **The Chairman**
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000, Thika

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities.

Appendix III: Introduction Letter from MKU



Mount Kenya University



DIRECTORATE OF GRADUATE STUDIES

MBA/37846/2015

23rd April, 2024

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

Dear Sir/Madam,


RE: LEILA WAITHIRA MURIITHIA - REGISTRATION NO. MBA/37846/2015

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

The title of the research is **"Influence of Strategic Management Practices on Organizational Performance of Humanitarian Non-Governmental Organizations in Kenya, Case Study of Refugee Consortium of Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May 2024, and July 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies
Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix IV: NACOSTI Research License





National Commission for Science, Technology and Innovation

Ref No: 848754

National Commission for Science, Technology and Innovation

National Commission for Science, Technology and Innovation

National Commission for Science, Technology and Innovation

National Commission for Science, Technology and Innovation



This is to Certify that Ms. LEILA Waithira MURIITHIA of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE OF HUMANITARIAN NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, CASE STUDY OF REFUGEE CONSORTIUM OF KENYA for the period ending : 28/May/2025.

License No: NACOSTI/P/24/35958

National Commission for Science, Technology and Innovation

National Commission for Science, Technology and Innovation

848754

Applicant Identification Number

National Commission for Science, Technology and Innovation

National Commission for Science, Technology and Innovation

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NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 28/May/2024

Signature of Director General

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Mount Kenya University



Appendix V: Field Entry /Research Authorization



REFUGEE CONSORTIUM OF KENYA

Keeping Hope Alive

Haki House, Ndemi close, off Muringa Road, Kilimani . P.O Box 25340 00603 Lavington, Nairobi Kenya

Tel: +254 720 943164/+254 733 860669 /+254 20 2088060/2088067

Email: info@rckkenya.org / admin@rckkenya.org . Website: www.rckkenya.org

Wednesday, 08 November 2023

Ms. Leila Muriithia Simiyu
P.O. Box 25340
Nairobi

Dear Ms. Leila,

RE: APPROVAL TO USE RCK AS CASE STUDY FOR YOUR MBA

I hereby, approve your request to conduct an MBA study on the influence of strategic management practices on organisational performance of humanitarian non-governmental organisations in Kenya, case of RCK.

We will provide you with the necessary support as and when required for the study.

Sincerely,

Antony Wesonga,
Acting Executive Director

Mount Kenya University



Appendix VI: Turnitin Report



Page 1 of 82 - Cover Page

Submission ID trn:oid::1:3054416546

LEILA MURIITHIA

INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE OF HUMANITARIAN NON-...

- RESEARCH PROJECT
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- Mount Kenya University

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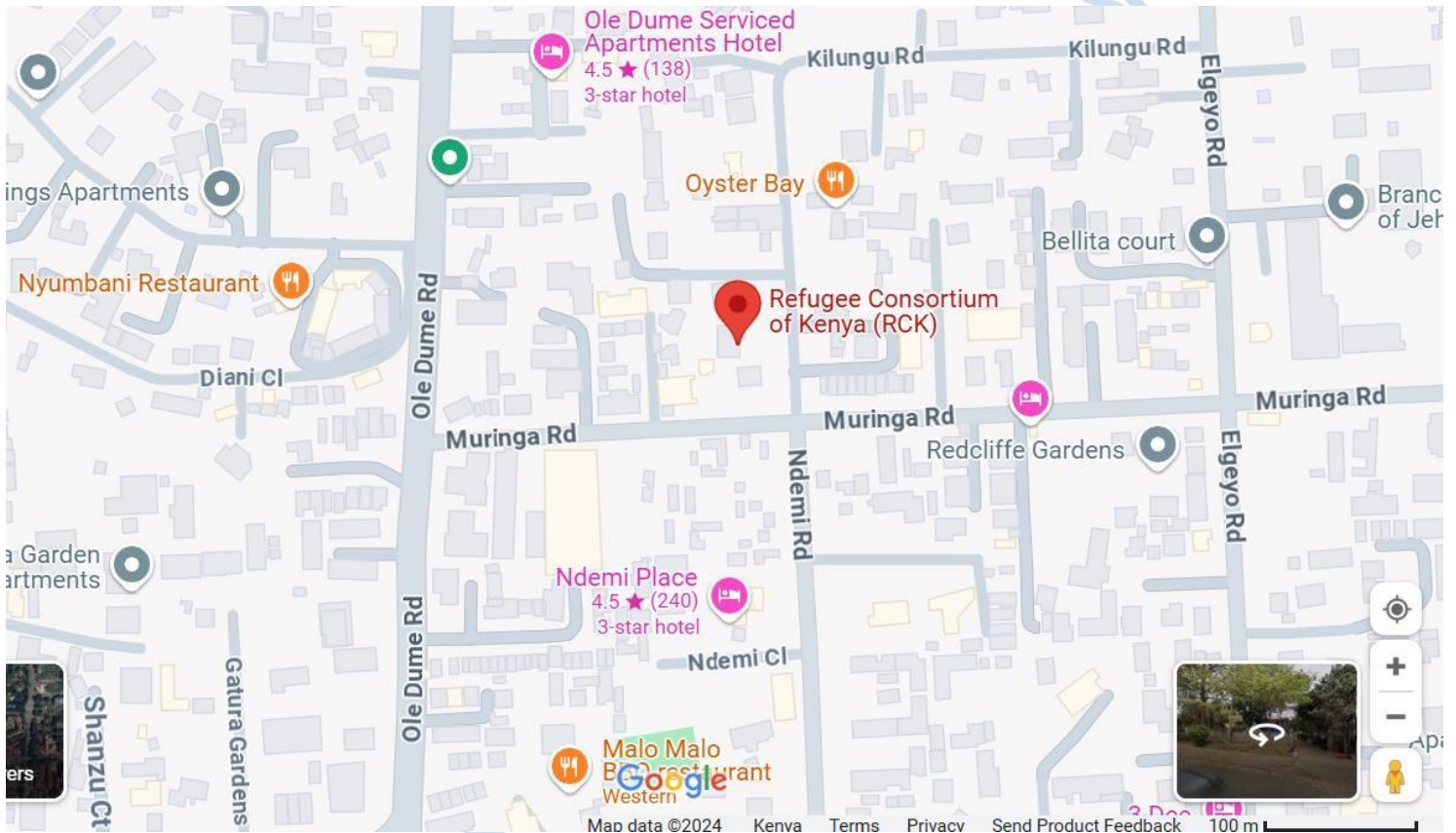
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Appendix VII : Research Site Map



Refugee Consortium of Kenya, Nairobi County

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