

**STRATEGIC IMPLEMENTATION PRACTICES AND PERFORMANCE OF  
NON-GOVERNMENTAL ORGANIZATIONS IN JUBA, SOUTH SUDAN.**

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## DECLARATION

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This research project has been submitted for examination with my approval as the university-appointed supervisor.

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## **DEDICATION**

I dedicate my research project to my family and numerous friends. My loving spouse, Juliane, has been a source of comfort and encouragement throughout my life. I am incredibly grateful for her words and presence. Secondly, I am grateful to Caroline, my sister, for the spiritual guidance that contributed to this achievement. This dissertation is similarly dedicated to my best friend, Daniel, whose encouragement, even amidst my busy schedule, reignited my determination to see this course through to completion. His moral support has been crucial in overcoming challenges and pursuing technical issues with enthusiasm. Finally, I extend special thanks to my children—Joseph, Franklin, Vivian, Emma, and Stella—for their understanding and patience. Their support allowed me to dedicate myself to this course and achieve the milestone.

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## **ABBREVIATIONS AND ACRONYMS**

**CARITAS** – Congregations Around Richmond Involved to Assure Shelter

**NGOs** – Non-Governmental Organizations

**NNGO** – National Non-Governmental Organization

**OLS** – Operations Lifeline Sudan

**RBV** – Resource-Based View

**SMEs** – Small and Medium Enterprises

**SPSS** – Statistical Package for the Social Sciences

**STO** – Star Trust Organization

**THESO** – The Health Support Organization

**UN** – United Nations

**VRIO** – Value, Rarity, Imitability, and Organization

## OPERATIONAL DEFINITION OF TERMS.

|   |  |
|---|--|
| <b>Control by Management</b>              | Refers to the processes and mechanisms used by leadership within national NGOs in Juba to ensure that organizational activities align with planned objectives, donor requirements, and internal policies.                          |
| <b>Cross-Functional Coordination</b>      | Refers to the collaborative integration of efforts, resources, and communication across various departments or functional units within a national NGO to achieve shared objectives.  |
| <b>Resource Allocation</b>                | Refers to the process of distributing available resources such as funds, personnel, equipment, and time across projects, departments, or geographical areas.   |
| <b>South Sudan NGO Forum</b>              | This independent coordinating body assists and supports its members in executing their development and humanitarian operations in South Sudan.   |
| <b>Organization Performance</b>           | refers to the extent to which these organizations achieve their strategic goals, deliver services effectively, and sustain operations in a complex and resource-constrained environment.   |
| <b>Strategic Implementation Practices</b> | Refer to the systematic actions, processes, and managerial efforts that national NGOs in Juba undertake to translate their strategic plans into effective programs, services, and outcomes.  |
| <b>Strategic Leadership</b>               | Refers to the ability of organizational leaders to define a clear vision, make forward-looking decisions, and align teams and resources to achieve the NGO's mission in a complex, volatile, and resource-constrained environment. |

## ABSTRACT

In management research, the effect of strategic implementation practices on organizational performance has gained attention, particularly in the context of non-governmental organizations. In a demanding context such as Juba, South Sudan, where political instability and scarce resources are common, comprehending these dynamics is crucial to enhancing operational efficiency and accomplishing sustainable development objectives. Although non-governmental organizations are essential in meeting South Sudan's socio-economic needs and addressing humanitarian crises, empirical studies examining the impact of strategic implementation practices on performance are scarce. The study addresses the gap by investigating the effect of strategic implementation practices on the performance of national NGOs in Juba, South Sudan. It specifically looked into how strategic leadership, resource allocation, efficient communication, and cross-functional coordination affect performance in the area. Three main theories served as the foundation for the investigation: the performance theory, the upper echelon theory, and the resource-based view theory. The study applied a quantitative survey design to collect data using questionnaires administered to a sampled target population comprising 203 national organizations' personnel across national organizations, comprising project managers, country directors, monitoring, evaluation, and learning officers, human resource officers, and project officers chosen through a simple random sampling technique. A test project with 25 national organizations was conducted to evaluate the accuracy and dependability of research tools. A quantitative survey design through questionnaires was used in pre-testing and actual field data collection. For further analysis, standard deviations were used in conjunction with inferential statistics, like linear regression, to examine quantitative data. The results showed that the organization's cross-functional coordination had a positive effect and that there was broad consensus regarding legal compliance and comprehension. Performance within the organization was positively connected with resource allocation. Positive correlations were also found in organizational communication, especially when it came to the accessibility of communication tools and the conciseness of verbal communication. Strategic Leadership has been demonstrated to have a positive impact on important areas like task delegation, teamwork, and support. Moreover, the study discovered that there was a 1.386 t-value and a 0.168 p-value for the relationship between performance and strategic implementation practices. The research found that strategic implementation practices did not have a meaningful impact on the performance of national non-governmental organizations in Juba, South Sudan, due to a p-value exceeding 0.05 at a 5% significance level. The study recommended that national non-governmental organizations should develop a unified governance framework that integrates coordinated governance, strategic resource allocation, effective communication, and dynamic leadership. Implementing these recommendations will not only improve organizational efficiency and accountability but also position NGOs to deliver greater impact in a challenging post-conflict working environment.

## CHAPTER ONE

### 1. INTRODUCTION

#### 1.1 Background of Study

Non-governmental organizations (NGOs) are multifaceted entities engaged in charitable, developmental, and humanitarian activities globally. These organizations are critical in addressing societal issues such as poverty, education, healthcare, and disaster response. On an international scale, NGOs have emerged as essential partners in supplementing governmental efforts and bridging service delivery gaps, particularly in conflict- and poverty-stricken regions. However, many national NGOs face significant obstacles in securing sustainable funding, which hampers their ability to implement strategic practices effectively and perform at an optimal level. This financial vulnerability often leads to weak strategic implementation practices, poor governance, limited institutional capacity, and underdeveloped operational systems, all of which compromise organizational performance. Globally, only 17% of surveyed organizations report consistent success in strategy implementation, while the majority struggle to convert plans into tangible results (Xie et al., 2006). This global trend underscores the need for practical approaches to bridge the gap between planning and execution. Strategic implementation involves aligning resources, building capable teams, empowering governance structures, and fostering a culture of accountability and continuous improvement. The underperformance of many NGOs, particularly in developing countries, often stems from flawed strategies, inadequate implementation practices, or both. Tracy (2019) found that 30% of donor-funded projects fail within a decade, primarily due to poor strategic planning and weak leadership. Additionally, resource asymmetry—a prevalent issue in developing contexts—continues to obstruct NGOs from

achieving sustainable development and delivering innovative solutions (Omondi et al., 2019).

Sub-Saharan Africa is home to over 50,000 NGOs that operate across various humanitarian and development sectors. Despite their crucial contributions, many African NGOs struggle with inefficiencies stemming from limited resources, inadequate technical expertise, and leadership deficits, Tvedt et al., (2016). These inefficiencies are often linked to challenges in executing strategic plans. Njagi et al. (2014) noted that although strategic planning is widely practiced, its implementation remains challenging and requires robust leadership, clear communication, and effective alignment between strategic intent and operational execution. Successful strategy implementation involves more than just planning; it necessitates mobilizing human resources, fostering a supportive organizational culture, and translating strategic goals into practical outcomes. Unfortunately, many African NGOs face a significant disconnect between their strategic plans and actual achievements, thereby diminishing their overall impact. In South Sudan, the NGO sector is both extensive and indispensable. According to the South Sudan NGO Forum (2017–2020), over 400 NGOs are actively involved in delivering essential humanitarian services, regardless of political, ethnic, or religious affiliations. These organizations serve as key collaborators with the government, UN agencies, and international donors. The NGO Forum plays a pivotal role in facilitating coordination, information exchange, and standard setting among stakeholders to enhance the effectiveness of aid delivery. Nevertheless, national NGOs in South Sudan continue to grapple with numerous performance issues, primarily due to challenges in strategic implementation practices. These organizations often operate under harsh, resource-scarce conditions, compounded by high operational costs, minimal local funding, fragile internal systems, and frequent leadership changes. For example, Jeene and Sabu (2013)

reported that South Sudanese national NGOs generally underperform compared to their international counterparts, mainly because of poor execution of strategic plans, deficient accountability mechanisms, and limited organizational capacity. Leadership transitions also significantly affect performance in South Sudanese NGOs. As Moro, J (2022) observed, organizations like the New Sudan Indigenous NGO (NESI) flourished under strong leadership but experienced setbacks following leadership changes, underscoring the necessity for strategy-driven leadership and succession planning. Similarly, the Star Trust Organization (STO) remained stagnant for years until it was revitalized under new, dynamic leadership. These cases highlight that effective strategic implementation practices, supported by competent leadership and robust systems, are vital for maintaining and enhancing NGO performance. According to the Bari Community Global Federation (2019), in South Sudan, only 17 out of 168 national NGOs received direct funding, highlighting significant disparities in resource allocation and the challenges many NGOs face in accessing necessary financial support. The lack of performance has been linked to the non-implementation of strategic plans. One of the biggest challenges to this endeavor is contacting the right donors. They wait for foreign donors to approach them because they lack the local expertise to mobilize resources. National NGOs are likely to suffer from the absence of strategy implementation driven by financial non-sustainability, poor governance, limited capacity and resources, and ineffective development approaches.

Therefore, NGOs must adopt a results-oriented framework that emphasizes strategic clarity, effective leadership, stakeholder involvement, and operational excellence. This study aimed to investigate the strategic implementation practices of national NGOs in Juba, South Sudan. The findings are anticipated to enhance knowledge for policymakers, donors, and development practitioners seeking to improve national NGO performance in

the under-researched post-conflict humanitarian environment (Bryson et al., 2018; Kaplan & Norton, 2008).

Non-governmental organizations (NGOs) are multifaceted entities engaged in charitable, developmental, and humanitarian activities globally. These organizations are critical in addressing societal issues such as poverty, education, healthcare, and disaster response. On an international scale, NGOs have emerged as essential partners in supplementing governmental efforts and bridging service delivery gaps, particularly in conflict- and poverty-stricken regions. However, many national NGOs face significant obstacles in securing sustainable funding, which hampers their ability to implement strategic plans effectively and perform at an optimal level. This financial vulnerability often leads to weak strategic implementation, poor governance, limited institutional capacity, and underdeveloped operational systems, all of which compromise organizational performance (Lewis & Kanji, 2009; Banks et al., 2015). Globally, only 17% of surveyed organizations report consistent success in strategy implementation, while the majority struggle to convert plans into tangible results Xie, et al., (2006). This global trend underscores the need for practical approaches to bridge the gap between planning and execution. Strategic implementation involves aligning resources, building capable teams, empowering governance structures, and fostering a culture of accountability and continuous improvement. The underperformance of many NGOs, particularly in developing countries, often stems from flawed strategies, inadequate implementation, or both. Tracy (2019) found that 30% of donor-funded projects fail within a decade, primarily due to poor strategic planning and weak leadership. Additionally, resource asymmetry—a prevalent issue in developing contexts—continues to obstruct NGOs from achieving sustainable development and delivering innovative solutions (Omondi et al., 2019).

Regionally, Sub-Saharan Africa is home to approximately 50,000 NGOs that operate across various humanitarian and development sectors. Despite their crucial contributions, many African NGOs struggle with inefficiencies that stem from limited resources, inadequate technical expertise, and leadership deficits. These inefficiencies are often linked to challenges in executing strategic plans. Njagi et al. (2014) noted that although strategic planning is widely practiced, its implementation remains challenging and requires robust leadership, clear communication, and effective alignment between strategic intent and operational execution. Successful strategy implementation involves more than planning; it necessitates mobilizing human resources, fostering a conducive organizational culture, and translating strategic goals into practical outcomes. Unfortunately, many African NGOs face a substantial disconnect between their strategic plans and actual achievements, thereby diminishing their overall impact.

In South Sudan, the NGO sector is both extensive and indispensable. According to the South Sudan NGO Forum (2017–2020), over 400 NGOs are actively involved in delivering essential humanitarian services, regardless of political, ethnic, or religious affiliations. These organizations serve as key collaborators with the government, UN agencies, and international donors. The NGO Forum plays a pivotal role in facilitating coordination, information exchange, and standard setting among stakeholders to enhance the effectiveness of aid delivery. Nevertheless, national NGOs in South Sudan continue to grapple with numerous performance issues, primarily due to challenges in strategic implementation practices. These organizations often operate under harsh and resource-scarce conditions, compounded by high operational costs, minimal local funding, fragile internal systems, and frequent leadership changes. For example, Jeene and Sabu (2013) reported that South Sudanese national NGOs generally underperform compared to their international counterparts, mainly because of poor execution of strategic plans, deficient

accountability mechanisms, and limited organizational capacity. Leadership transitions also significantly affect performance in South Sudanese NGOs. As Moro, J. (2022) observed, organizations like the New Sudan Indigenous NGO (NESI) flourished under strong leadership but experienced setbacks following leadership changes, underscoring the necessity for strategy-driven leadership and succession planning. Similarly, the Star Trust Organization (STO) remained stagnant for years until it was revitalized under new, dynamic leadership. These cases highlight that effective strategic implementation practices, supported by competent leadership and robust systems, were vital for maintaining and enhancing NGO performance. According to the Bari Community Global Federation (2019), in South Sudan, only 17 out of 168 national NGOs received direct funding, highlighting significant disparities in resource allocation and the challenges many NGOs face in accessing necessary financial support. The lack of performance has been linked to the non-implementation of strategic plans. One of the biggest challenges to this endeavor is getting in contact with the right donors. They wait for foreign donors to approach them because they lack the local expertise to mobilize resources. National NGOs will likely suffer from the absence of strategy implementation driven by financial non-sustainability, poor governance, limited capacity and resources, and weak development approaches.

Therefore, NGOs must adopt a results-oriented framework that prioritizes strategic clarity, leadership effectiveness, stakeholder involvement, and operational excellence (Kaplan, 2001; Light, 2004; Lecy & Searing, 2015). The study sought to investigate the strategic implementation practices of national NGOs in Juba, South Sudan. The findings are expected to contribute to knowledge for policymakers, donors, and development practitioners aiming to enhance national NGO performance in the under-researched post-

conflict humanitarian environment (Brinkerhoff, 2002; Donini, 2012; Maxwell & Gelsdorf, 2019).

### **1.1.1 Organizations Performance**

Non-governmental organizations' capability to function relies on their desire to accurately identify community needs and secure the funding required to meet those needs (Ciucescu, N., 2014). Nonprofit organizations have been more interested in assessing performance and achieving their goals; in fact, it has become crucial to their existence. The growing number of new groups, the rising budget cuts, the decline in contributors, and the growing difficulty brought on by the wide range of social cases are the primary causes of the growing interest.

Furthermore, the majority of NGOs' stakeholders are interested in learning whether the programs or services they offer influence the lives of the community they serve. These organizations felt that they had to show that the programs they offer are productive and that the money they have available is being used correctly. The increasing number and confidence of various stakeholders in non-governmental organizations has made it clear that performance needs to be tracked and evaluated on a real-world basis. In the process, efforts are made to meet the needs of various stakeholders as well as the general public. Another aspect that the study examined was to evaluate how national NGOs in South Sudan perform organizationally and what effects cross-functional coordination, resource allocation, strategic leadership, and effective communication have.

### **1.1.2 Strategic Implementation Practices.**

The process of implementing strategies entails how plans are executed. Strategy implementation entails turning a strategy into an operation to accomplish the organization's purpose. The statement can be expanded to suggest that it is preferable to

execute a second-rate strategy well than to destroy a first-rate approach with poor execution. Approximately half of all strategies are never put into implementation (Ramamohanarao et al, 2023; Miller, 2020). Strategy implementation failures often stem from weaknesses in strategy formulation.

Cross-functional coordination refers to collaborative interaction and communication between different departments or units within an NGO to achieve shared goals efficiently and effectively. Cross-functional coordination brings out the ability to collaborate effectively, relate with people from different departments, disciplines, or backgrounds to realize a common goal. It is a vital skill for any organization, especially in times of crisis, when expectations are high, resources are scarce, and uncertainty is rampant. This is characterized by situational assessments that are objective and accurate, effective communication within the organization, and the ability to appreciate different skills, backgrounds, and experiences (Griffin, 2020; Bryson et al., 2014). It is noted that NGOs in South Sudan implement similar interventions in various sections of the country based on priority needs. The project will determine a correlation between national NGOs among themselves, national NGO's relation with international NGO, and interdepartmental coordination, and how they impact organizational performance in South Sudan.

Resource allocation refers to the process of distributing available resources such as funds, personnel, equipment, and time across projects, departments, or geographical areas. Organizations strive to gain a competitive advantage by efficiently deploying limited internal resources based on internal needs and vulnerability. The distribution should demonstrate fairness and equity (Anheier, 2005). Allocating resources helps an organization achieve its strategic objectives by tying together different assets. These resources can range from cash to time and attention dedicated to talent management. To

prosper, an organization needs the proper people, technology, and physical resources. Similarly, workers require the appropriate equipment and supplies to do their duties well (Yuval Atsmon-McKinsey & Co.,2016). Organizations with greater resource reallocation generated yearly returns to shareholders that are, on average, 30% higher. Allocating resources effectively leads to better productivity, shorter project completion times, happier workers, and the accomplishment of performance-enhancing objectives for the company. The study's main focus was to investigate the impact of resource allocations on national NGOs in the post-conflict environment of South Sudan.

Effective communication within National NGOs in Juba refers to the clarity, timeliness, and purposeful exchange of information among staff, stakeholders, partners, and beneficiaries to support coordinated action, accountability, and impact in often complex and resource-constrained humanitarian settings. Effective communication is widely recognized as a critical factor influencing the success of program implementation and overall organizational performance. Guuru (2018) asserts that successful program execution within organizations depends critically on effective communication. His study at the International Livestock Research Institute (ILRI) in Kenya, involving 194 employees, revealed that multi-channel communication, results-driven communication, and participatory communication strategies significantly influenced the success of organizational programs. Written communication plays a foundational role in organizational efficiency by ensuring clarity and precision in information sharing, which supports decision-making processes. Basu (2020) emphasizes that organizations with well-structured written communication protocols experience fewer misunderstandings and errors, leading to improved outcomes. Moreover, the clarity and tone of written communication significantly influence employee engagement. Smith and Brown (2019) found that clear and positive written communication enhances

employee morale by fostering inclusion and understanding, thereby boosting engagement across departments and positively impacting organizational performance. The study aimed to assess the impact of effective communication among stakeholders on the performance of national NGOs in South Sudan.

Strategic leadership within National NGOs in Juba refers to the ability of organizational leaders to define a clear vision, make forward-looking decisions, and align teams and resources to achieve the NGO's mission in a complex, volatile, and resource-constrained environment. One of the key factors of an entity's capacity to operate successfully in the dynamic and complicated 21st-century environment is effective strategic leadership. Singh & others (2016) main goal of their research on strategic leadership was to find out the extent to which top executives affect performance. Studies in both theory and practices have demonstrated the substantial effect of strategic leadership activities on performance. Keyhani, M. (2023) and Quigley and Graffin (2017). The potential to determine direction and goal, coupled with facilitators to facilitate communication with key stakeholders aimed at accelerating performance, are all aspects of strategic leadership, Dickson et al. (2003). The goal of strategic leadership, according to Carter & Greer (2013), is to build a transformative company. This is achieved through the strategic thinking and visionary powers of strategic leadership. According to Shoemaker and Krupp (2015), strategic leadership entails possessing more than special skills that enable one to absorb and learn new knowledge; it also entails flexibility to react appropriately to the complexity and dynamism of the external environment. It's said, special skills enable strategic leaders to tactically and continually position the organization at its best in response to changing situations. One of the study's goals was to examine the impact of strategic leadership on the success of national NGOs in Juba, South Sudan.

### **1.1.3 National NGOs in Juba, South Sudan**

National NGOs existed throughout the civil war and peacetime. They played an essential role in the humanitarian development of South Sudan. The roles extended from the time of Operation Lifeline Sudan (OLS), a united humanitarian program that started in 1989 and ended in 2005. The national NGO's roles have not been on a straight trajectory, and in most cases, they have been misunderstood by some UN agencies and international NGOs. There was a time when their activities experienced positive growth, and there came a time when they experienced a negative growth path. From OLS time to independence, some factors led to a negative growth trajectory: evolving political landscape, emergency or departure of capable leaders, and shifting donor priorities (Moro, J.2022). It's worth noting that the development of national NGOs slowed after the independence period, as key leaders with experience in humanitarian activities were appointed to senior government positions. Whereas funding continued, but was mainly controlled by the UN and international NGOs. Donor funding priority shifted, thus, few national NGOs received funding via UN agencies or international NGOs. Many of the National NGOs fail to gain funding, remain dormant, or collapse (ICVA, 2020). Despite donor shift and political dispensation, national NGOs such as THESO, Health Link, and Star Trust Organization (STO) survived throughout. The study explored how the strategic implementation practices of national NGOs affect their overall performance. It is anticipated that the research will provide essential knowledge relating to strategic implementation practices beneficial for the regulation of national NGOs and leadership to enhance performance.(Bryson, 2011; Northouse, 2018).

### **1.2 Statement of the Problem**

National NGOs in Sub-Saharan Africa encounter similar problems. In particular, Effective stakeholder engagement with public entities, the corporate sector, revenue-

generating companies, and the broader community, notably in South Sudan. Mismanagement of stakeholder relationships can lead to restrictions or the disappearance of key parties, resulting in the collapse and cessation of operations for numerous NGOs (Afriyie et al., 2020). The execution of well-designed and documented strategic implementation practices by NGOs is often fraught with challenges (Bryson, 2011; Anheier, 2005; Kusek & Rist, 2004). The research project focused on assessing the reality of strategic implementation practices within the Qatar Red Crescent Society (QRCS). The findings revealed three primary obstacles to QRCS's strategic goal implementation: organizational reform, constraints on financial transfers, and external humanitarian assistance. While QRCS's decentralization model has sped up decision-making and better aligned the organization with beneficiaries, it has also negatively affected internal financial controls, making it more difficult to detect the extent of financial errors and violations.

Moro, J.(2022). National nongovernmental organizations (NGOs) and faith-based organizations have persisted in South Sudan during times of civil war and peace; yet, the outside community has frequently misinterpreted their existence. Their actions seem to increase at times and decrease at other times. Understanding the rationale for these modifications is beneficial for INGOs and UN agencies, as they will be in a better position to assist NNGOs and faith-based organizations and provide more services to their clients. I argue that strategic implementation practices has a role in explaining how NNGOs' activities have changed over time. As a case study, the New Sudan Indigenous NGO (NESI) prospered in part due to the ability of its leader but it progressively disintegrated when the capable leader departed to work for the government following independence. Effective project managers maintain proper financial records, use project funds wisely, and interact with possible funders. Capable leaders typically have an eye

for talent and develop future leaders who are capable. Star Trust Organization (STO) in western Equatorial state experienced a similar situation, where they "operated on small scale" for many years until a capable young talent took command. The changing environment in South Sudan presents obstacles for the majority of national NGOs.

While operating costs in South Sudan are notably higher than elsewhere in the world, achieving efficiency is possible through the adoption and implementation of strategic practices. According to Jeen and Sabu (2013), an evaluation report on South Sudan's early recovery and humanitarian NGO funding revealed that national NGOs demonstrated lower efficiency compared to international NGOs. The government, included by NGOs as a critical player in the early recovery stages on their own initiative, was supported by evaluators who assisted the NGO team during a learning event. This event involved scoring various NGOs' actors in South Sudan on relevance, effectiveness, and efficiency. The study emphasized the broad efficiency of national NGOs, attributing it to strategic implementation practices. Despite the advantages of national NGOs—such as cultural and linguistic familiarity, appropriate solutions, and the ability to mobilize and identify at-risk beneficiaries—they face challenges like weak systems, lack of accountability, limited staff capacity, insufficient resources, leadership issues, and resistance to change (Sabu & Jeene, 2013). These issues are believed to be key factors driving efficiency problems in national NGOs in South Sudan.

Senaji et al. (2017) highlighted that in the humanitarian sector, strategic implementation practices are becoming increasingly important due to growing donor pressure for transparency regarding fund utilization. The study's aim was to address the existing knowledge gap by generating new insights.

Although several studies have evaluated the strategic application and its impact on the global performance of NGOs, the results have been inconclusive and conflicting

regarding how strategic implementation practices affecting the performance of national NGOs in South Sudan. In Juba, South Sudan, the study particularly examined how strategic implementation practices affected national NGOs' operational effectiveness.

### **1.3 Objectives of the Study**

The objective of the study was divided into two parts: the general objective and the specific objectives. The general objective provided a broad overview of the primary aim of the research, encapsulating the overall purpose and direction of the study. It defined what the researcher ultimately sought to achieve comprehensively. On the other hand, the specific objectives brought down the general objective into more focused, manageable, and measurable goals. These are precise targets that guided the research activities and helped in systematically addressing various aspects of the main research question.

#### **1.3.1 General Objective**

To evaluate the influence of strategic implementation practices and performance of national non-governmental organizations in Juba, South Sudan.

#### **1.3.2 Specific Objectives**

The study consisted of 4 specific objectives, each aimed at analysing their impact on the performance of national NGOs in South Sudan. The specific objectives are highlighted as below.

1. To establish the effect of cross-functional coordination on the performance of National NGOs in Juba.
2. To determine the impact of resource allocation on the performance of National NGOs in Juba.

3. To establish the impact of effective communication on the performance of National NGOs in Juba.
4. To examine the effect of strategic leadership on the performance of National NGOs in Juba.

#### **1.4 Research Questions**

The Research sought to examine the extent to which the following strategic implementation practices influence the performance of national NGO's in Juba.

5. Cross-functional coordination?
6. Resource allocation?
7. Effective communication?
8. Strategic leadership?

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

The study provides NGOs leaders and operational staff with empirical evidence and practical guidelines on how strategic implementation practices directly influence performance outcomes. It highlights best practices and potential gaps in execution, offering a roadmap to improve program delivery, financial sustainability, and organizational growth.

Donors and international partners, who were critical stakeholders in the functioning of NGOs, would benefit from insights into how their support could be optimized by aligning funding and capacity-building efforts with effective strategic implementation frameworks. The findings informed funding models and performance evaluation criteria.

Government agencies responsible for regulating NGOs and coordinating humanitarian activities found the study useful for developing policies and frameworks that would

encourage strategic alignment and accountability. It also informed the development of national NGO registration and compliance systems.

Although indirect, the ultimate beneficiaries, the communities served by the NGOs, would gain improved service delivery, enhanced program sustainability, and greater responsiveness to local needs through better strategic implementation.

The study contributed to the body of knowledge on strategic management in non-profit contexts, particularly within fragile and post-conflict settings like South Sudan. It filled a research gap and provided a contextualized understanding of how strategic practices affected NGO performance in developing countries.

As key decision-makers, board members played a crucial role in setting and monitoring strategic direction. The study's findings would help boards better understand the impact of their governance role in strategy execution and make more informed oversight decisions.

## **1.6 Scope of the Study**

The research centered on assessing how strategic implementation practices affect the effectiveness of National Non-Governmental Organizations with headquarters in Juba, South Sudan. Key predictor variables included cross-functional coordination, resource allocation, effective communication, and strategic leadership, while organizational performance was evaluated using non-financial metrics. The study targeted Country Directors, Monitoring and Evaluation Officers, Human Resource Officers, Project Managers, and Project Officers as units of observation. The theoretical framework referred to resource-based view theory, upper echelons theory, and performance theory. Juba was chosen for the study due to the concentration of national NGOs in the area, and

the research was planned and concluded within the calendar from April 2023 to August 2024.

### **1.7 Limitations of the Study**

One of the limitations of the study was the potential reluctance of respondents to share detailed information about their organizations' internal practices, processes, and procedures. In the context of Juba, South Sudan, where many national NGOs operate in politically sensitive and resource-constrained environments, staff feared that disclosing such information could reflect negatively on their institutions or jeopardize donor relationships. To mitigate this concern, participants were informed of the academic nature of the research and assured that the findings would be used strictly for scholarly purposes.

Second, the operational reality in Juba, where NGOs personnel often juggle multiple responsibilities under tight deadlines and security risks, made it difficult to secure timely participation from all intended respondents. As a mitigation measure, it was arranged that respondents were provided extended time to respond to the questionnaires to secure sufficient representation.

### **1.8 Organization of the Study**

The research was divided into five chapters. The first chapter's introduction addressed the study's history, problem statement, research objectives, questions, significance, scope, and limitations in detail. Chapter Two included the literature review, which consists of a theoretical review, an empirical review, and a conceptual framework. The methodology was outlined in Chapter Three and included information on the research design, population and sampling strategies, research instruments, data collection procedures, analysis, and ethical considerations. In Chapter Four, the demographic

information, questionnaire response rate, and descriptive and inferential analyses were presented in addition to the study's findings. Chapter 5 presents the study's conclusions, recommendations and summary of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter presents a comprehensive review of existing literature related to strategic implementation practices and organizational performance in the context of national NGOs operating in Juba South Sudan. The chapter is structured into two main sections: the theoretical review and the empirical review.

#### **2.2 Theoretical Review**

This section presents the theoretical foundation upon which the study was built. Theories provided a structured lens through which complex organizational phenomena can be analyzed and understood. In the context of this research, theoretical frameworks were essential for explaining how strategic implementation practices influenced the performance of national nongovernmental organizations (NGOs) operating in Juba, South Sudan. The three theories chosen to guide the study included the resource-based view, the Upper Echelon, and performance theory.

##### **2.2.1 Resource-Based View Theory.**

The main proponent of the Resource-Based View (RBV) Theory was Jay Barney, who significantly developed and formalized the theory in his influential 1991 paper titled Firm Resources and Sustained Competitive Advantage. Other contributors include Edith Penrose (1959) and Birger Wernerfelt (1984). Organizations can achieve and sustain a competitive advantage by effectively acquiring, managing, and leveraging internal resources that are valuable, rare, inimitable, and non-substitutable. A resource helps an organization acquire and maintain a competitive advantage if it demonstrates value, rarity, Imitability, and organization (VRIO) qualities. In contrast to focusing on the competitive environment, proponents of this viewpoint (Wernerfelt, B.1984)

suggested that enterprises should look within their walls to find sources of competitive advantage. Organizations ought to consider resources owned by themselves that are indeed the principal drivers of all their effectiveness, as well as these could start contributing to the organization's long-term advantage. Resource-based view proponents argued that, other than learning new skills for each distinct chance, it is preferred to apply already-existing resources in novel ways to take advantage of outside opportunities.

According to Pesic (2007), the theory contended that distinctive resources and capabilities, such as internal capabilities, embedded knowledge, corporate culture, invisible assets, core competencies, distinctive competencies, and unique combinations based on a firm's experiences and processes, can strengthen a firm's strategy. It suggests that maintaining immobile resource heterogeneity is key to sustaining a competitive advantage and improving organizational performance. According to RBV, resources are distinct, valuable, scarce, and irreplaceable assets that bolster a firm's long-term competitive advantage.

As Ombaka et al.(2015) assert, businesses must continuously acquire, create, and enhance their resources and capabilities to stay competitive and thrive in a dynamic organizational landscape. In the RBV model, a company's resources—encompassing its assets, skills, processes, characteristics, information, and expertise—are crucial indicators of performance and success, leading to a sustained competitive advantage.

However, RBV theory has faced criticism for potentially encouraging unethical practices, such as exploiting employees for private information or hindering talent acquisition. There are also concerns regarding the constraints of resource acquisition, such as legal limitations or human resources challenges. Despite these criticisms, RBV remains relevant in research as it offers valuable strategies for resource allocation, cross-

border coordination, and effective communication, all aimed at enhancing organizational performance.

### **2.2.2 The Upper Echelons Theory**

The main proponent of this theory was Donald C. Hambrick, along with P. Mason. They introduced the theory in their seminal paper in 1984. They post that the strategic choices and performance levels are partially predicted by the characteristics of top-level management. An organization's nature is shaped by the thoughts, feelings, perceptions, and beliefs of its leaders, and organizational outcomes mirror the values and cognitive frameworks of its influential members (Sanders et al., 2004). According to this theory, the way top managers perceive their corporate environment influences their strategic decisions, which ultimately impact the organization's success. Furthermore, the theory suggests that the cognitive foundations and values of these leaders constrain their perspectives and the way they interpret their surroundings (Nielsen, S., 2010). This is because human attention is limited by our limited ability to comprehend information at any given time, which means that our choices about what in the environment to pay attention to are influenced by our inclinations and dispositions.

In other words, the characteristics of senior managers' personalities shape how they perceive their environment, and these perceptions, in turn, affect their strategic decisions, which ultimately influence the organization's financial performance (Opong, 2014). Carpenter et al. (2004) updated their hypothesis by including power, team processes, integration, incentives, and discretion as factors that mediate and moderate the effects of the top management team. They also redefined company performance and strategic decisions as outcomes of the organization.

Senior leaders' beliefs and proclivities will influence their assessment of the surroundings and the choices they make about just the organizational objectives. Over

time, the firm begins to resemble the leadership. Hambrick (2007), refined the theory by incorporating two additional contextual factors: management choice and executive career ambition. The upper echelon theory states that an organization's success is linked to the amount of managerial available. Leaders with greater flexibility have a greater ability to affect workers. The Upper Echelon Theory holds that socioeconomic characteristics are inextricably linked to the effective and social components of the institution's key leaders. The theory has been criticized because upper echelon theory, as well as its successive precision, does not consider the fact that the sector's professional responsibilities. Organization processes are not always a perception of top leadership's values and words. In some cases, professional ethics start dictating the firm's financial performance as well as practices, even if the character traits of the management contradict (Zee and Sagerman, 2009). According to Hambrick and Mason (1984), the concept applies to the current research in that the leadership of NGOs in South Sudan ought to be conscious that the outcome of their organizations is dependent on the effective leadership individuals utilize because the outcomes are a reflection of their brain capability. Their education, expertise, and resource utilization all have an impact on institutional efficiency.

### **2.2.3 Theory of Performance**

The theory was associated with Don Elger (2007), a professor of engineering education, who developed and articulated the theory to explain how individuals and organizations can improve performance over time. The theory outlines six core concepts that are integrated by the theory of performance to form a framework for understanding both performance and performance improvement. According to this theory, performance is defined as producing valuable outcomes. An individual or a group working together can be viewed as performers. The level of performance reflects its progress along the path to

enhanced performance. The six components that define the present level of performance include personal, fixed, identity, context, knowledge, and skill level factors.

Ramadan & Borgonovi, (2015), For this study, key performance indicators included fundraising efficiency, financial transparency and efficiency, quality reports, and the ability to attract and retain donor partnerships. Since NGOs must overcome challenging obstacles to provide their programs and services, performance evaluation is an essential tool for enhancing their work. It aids NGOs in achieving their main goals and optimizing their social impact. The concept is applicable to the current research in that the performance of NNGOs in South Sudan ought to be measured in terms of entities' ability to collaborate with existing humanitarian networks, demonstrate effective resource allocation strategies, effective communication, and through tangible leadership approach.

#### **2.2.4 Institutional Theory**

The key proponents of the theory was John W. Mayer, Brian, Rowan, Paul DiMaggio, and Walter W. Powell. They made several key arguments about how and why organizations behave the way they do, with particular emphasis on social legitimacy as opposed to efficiency or rational decision making. Institutions are crucial for understanding an organization's structure and behavior. Organizations are seen as local manifestations of broader institutions, and adhering to established norms is viewed as a means to build credibility, reduce uncertainty, and enhance organizational clarity. Institutional theory validates an organization's legitimacy by emphasizing its alignment with existing norms and regulations. For this study, the theory highlights the necessity for organizations to align with government institutions to ensure legal compliance and contextual relevance. Organizations operate within a complex web of varied external factors. The theory focuses on how organizations are embedded within their context and their capacity to remain relevant and stable. Institutional theory offers compelling

insights into why and how organizations conduct their activities, as noted by Berthod (2018). It is pertinent to this research as it underscores the importance of external coordination and adopting effective leadership practices to navigate changes and maintain balanced interaction with legal authorities, donor regulations, and organizational goals.

## **2.3 Empirical Review**

Literature was reviewed based on the studies either directly or indirectly related to the study objectives as described in the sub-themes below.

### **2.3.1 Cross-Functional Coordination and Organizational Performance.**

Several studies examined the influence of legal conformity on financial strength, revealing a positive correlation. According to a study by Suh and Kim (2020), companies that adhere strictly to legal requirements tend to perform better financially compared to those that engage in non-compliant behaviors. The researchers argue that legal conformity reduces the risk of fines, legal disputes, and reputational damage, which can adversely affect profitability. Additionally, compliance can lead to operational efficiencies by fostering a culture of accountability and transparency, which in turn enhances financial performance.

Reputation is a crucial asset for organizations, and legal compliance is a key factor in shaping it. According to Homburg et al. (2019), organizations that are viewed as legally compliant tend to have a more favorable reputation, which can lead to increased customer loyalty and market share. The study suggests that legal adherence signals to stakeholders, such as customers, investors, and regulators, that the organization is dedicated to ethical practices. This, in turn, builds trust and supports long-term success.

Legal conformity also influences operational efficiency, as organizations that align their processes with legal standards are better positioned to streamline their operations. A

study by Mikalef and et al.(2020), highlights that those organizations that integrate legal requirements into their operational strategies experience fewer disruptions and more consistent performance. By embedding legal conformity into their operational frameworks, these organizations can avoid costly delays, reduce the likelihood of compliance breaches, and improve overall productivity.

While the benefits of legal conformity are well-documented, organizations face challenges in achieving and maintaining compliance. The complexity of regulatory environments, especially in global markets, can make compliance a costly and resource-intensive endeavor. A study by Gupta and George (2020) explores the challenges of compliance in multinational corporations, noting that varying legal standards across jurisdictions can create significant burdens for organizations. However, the study also avers that investing in robust compliance programs is likely to mitigate these issues and ultimately lead to better organizational performance.

The strategic alignment of cross-functional coordination with organizational practices was another area of interest. As discussed by Kim and Lee (2020), organizations that align their cross-functional coordination strategies with their overall business strategy tend to experience better performance outcomes. This alignment ensures that all departments are working towards the same objectives, reducing the likelihood of conflicts and misalignments that could detract from organizational performance

NGOs work together through coordination bodies, alliances, and partnerships, among other interorganizational structures (Zhao et al. 2008). Information technology coordination bodies for NGOs are associations whose focus is to improve the effectiveness of information technology use in development interventions aid through enhanced collaboration. Besides their widespread implementation, there has been limited understanding of coordination, particularly regarding the extent to which they address

inter-organizational coordination challenges. The study investigated coordination issues between the IT coordination bodies of two humanitarian non-profits.

Seven of the eight commonly acknowledged hurdles remain part of members of the coordination bodies, despite members' positive attitudes toward coordination, according to evidence gathered through a wide range of statistical tools. Furthermore, the research project revealed that mandate-oriented, structural, and behavioral coordination barriers remain relevant, with structural variables being more prevalent than behavioral ones. The results indicated that, while organizational design and management concerns may have a stronger influence on effective coordination of NGOs information technology. The research was open and not linked to any specific charitable organizations whereas the current study focused on national non-governmental organizations based in Juba, South Sudan.

Kaberi, (2013), a study conducted to find out correlation of organization systems and performance NGOs in Kenya. It is recommended that NGOs should integrate, measure, monitor their organizations systems for improved performance. The improved performance is associated with increased processing delivery speed, Quality, employee satisfaction and communication. The study was conducted in Kenya with emphasis on internal organizational systems. This study purpose to measure both internal and external cross-functional coordination of national NGOs within and beyond with more emphasis to its relationship with donor and NGO coordination boards.

Njeri and Were (2017) recommended that top management in NGOs in Kenya should actively support and collaborate with project managers and teams to achieve project success. They emphasized the importance of continuous capacity building of project staff to optimize performance. Additionally, emphasized the need for clear delegation of authority and effective communication channels between top management and project

teams. While this study is pertinent to the current research on cross-functional coordination within organizations, it is limited to projects in Kenya. This project extended its scope by examining institutional cross-functional coordination both internally and externally in Juba, South Sudan.

Musheke and Phiri (2021) used Pearson correlation to analyze data from 88 respondents as they looked into how good communication affects performance. Their study identified a significant correlation between communication channels and effective communication, demonstrating its influence on NGO performance. Effective communication is crucial for organizational success, as performance can suffer without it. Their research highlighted that conflict and management styles are major barriers to effective communication in the workplace. Although this study was conducted in Zambia and applied systems theory to respondents from diverse economic backgrounds, the current study focuses on national NGOs based in Juba, South Sudan, targeting senior management teams within the sampled population.

### **2.3.2 Resource Allocation and Organizational Performance**

Strategic resource allocation influences the adoption of innovative practices within an enterprise, indirectly influencing the organization's performance. For example, Abang'a et al. (2022) analyzed the importance of strategic resource allocation in enhancing the competitiveness and sustainability of SMEs in South Sudan. The study revealed that effective resource allocation significantly influences management innovation, suggesting that SMEs with better resource allocation are more likely to adopt innovative management practices, which in turn leads to increased performance. It is observed that the study focused on SMEs, whereas the current study focused on national NGOs in South Sudan.

A study that examined publicly traded companies discovered that those with stronger governance practices, particularly regarding board independence and executive compensation, demonstrated higher market valuation and profitability. The authors suggested that effective governance conformity enhances decision-making processes, minimizes the risk of corporate scandals, and boosts investor confidence (Bhagat and Bolton,2020)

Wanja's,(2017) study aimed to identify the variables impacting the effectiveness of WFP projects in Kenya. The research focused on evaluating how organizational leadership, culture, and resource allocation influenced the success of NGOs' projects. Findings indicated that human resources activities had no significant impact on project performance, organizational culture negatively affected performance, but leadership and resource allocation significantly influenced project outcomes. The study was confined to WFP in Kenya. In contrast, the current research widened the scope by investigating the influence of strategy implementation on the performance of national NGOs in Juba, South Sudan.

Gitau et al.,(2020) looked into how different supermarkets in Nairobi County performed in relation to a company's resource allocation and strategic communication. 54 management personnel, including operations and human resource managers, participated in their descriptive study, which focused on 27 supermarkets. The study concluded that supermarket performance is significantly impacted by strategy implementation practices. Recommendations included optimizing strategy controls to improve supermarket performance and reducing resource wastage. This study focused on commercial supermarkets in Nairobi County, with respondents primarily from two supermarkets, while the current study will concentrate on national NGOs in Juba, South Sudan, with data drawn from 63 sampled national NGOs.

Yambo et al.,(2012) explored the connection between resource allocation and the Sugar Company's performance in Western Kenya using a descriptive design approach. 994 Sony Sugar employees made up the target population, and 329 were chosen randomly to participate in a questionnaire survey. The study discovered that the process of translating strategic plans into implementable results is highly influenced by resource allocation. Notably, in contrast to this study, which will concentrate on national NGOs in Juba, South Sudan, their research was centered on a commercial organization in South Nyanza, Kenya.

### **2.3.3 Effective Communication and Organizational Performance.**

Guuru, A. A. (2018) asserts that successful program implementation within organizations depends critically on effective communication. This paper presents findings from a study aimed at examining how communication practices impact program execution at ILRI, Kenya. The study involved 194 employees who participated in various organizational programs. The results revealed that the success of program execution at ILRI was significantly influenced by multi-channel communication, results-driven communication, and participatory communication strategies. The study highlights that effective communication practices played a pivotal role in ILRI's program success, indicating the need for the organization to adopt diverse communication methods to enhance effectiveness across its activities. While Guuru's study focused on a single organization in Kenya, this research will extend the investigation to the influence of effective communication across multiple national non-governmental organizations based in Juba, South Sudan.

Written communication, when effectively managed, enhances efficiency by providing clear and precise information that can be referenced as needed. In organizations, written communication forms the backbone of documentation processes, including reports,

emails, and memos, which are essential for decision-making. A study by Basu (2020) highlights that organizations with well-structured written communication protocols tend to experience fewer misunderstandings and errors, leading to improved performance outcomes.

The clarity and tone of written communication also play a significant role in employee engagement. According to a study by Smith and Brown (2019), clear and positive written communication contributes to higher employee morale, as it brings about aspects of inclusion and understanding. Accessible and transparent communication increases engagement levels across departments, which positively impacts organizational performance.

Studies have demonstrated that verbal communication plays a crucial role in influencing employee engagement, which in turn is a major factor in organizational performance. Effective verbal communication creates an enabling inclusive environment, that boosts greater job satisfaction and lower intentions to leave the organization (Bakker and Albrecht, 2020). For example, regular feedback sessions and open communication channels enable employees to voice their concerns and participate in decision-making, which boosts their engagement and overall performance.

Verbal communication serves as a foundation for information exchange within organizations. According to Jablin (2020), effective verbal communication helps in the accurate transmission of information, reducing misunderstandings and errors that can hinder organizational performance. This is especially crucial in dynamic and complex work environments where clear instructions and feedback are vital for operational success. Moreover, verbal communication is pivotal in leadership and management practices. According to Avolio and Gardner (2020), leaders who possess effective verbal communication skills have a greater ability to inspire and motivate their teams, resulting

in increased employee performance and organizational success. The social exchange theory, which contends that effective communication practices can raise commitment and trust within organizations, lends support to this.

Kuria (2008) studied the effectiveness of conveying information and organizational improvement at the NHIF's Nairobi headquarters. Targeting managers and other employees based in Nairobi, the project research used descriptive research methodology. The research findings revealed that non-effective methods of communication, memos, and letters were used as means of communication. The method hindered social interaction vital for effective communication as this wasn't guided by communication policy in place. The study recommended the need for access to information via computers through emails, conducting a follow-up program that ensures proper channels of communication are applied, and promoting timely and accurate feedback. It's noted that the study focused more on a single governmental institution in Kenya whereas the current study will focus more on varied NGOs in South Sudan.

In the project research that analyzed the impact of communication on organizational performance, Nebo et al. (2017) discovered that organizations with strong performance across various economic sectors place a high value on effective communication. They emphasized that management must recognize the importance of incorporating effective communication into their strategy to enhance performance. The study also highlighted that employing suitable communication practices contributes to improved outcomes. In conclusion, the study found that long-term and sustained improvements in employee productivity and organizational performance are largely due to effective communication between management and staff. While good ideas are important, active employee participation and awareness play a more significant role in enhancing organizational performance. This study utilized a survey research design targeting a population of staff

and non-staff from Nigeria's Nnamdi Azikiwe University with an average sample size of 166. The findings suggest that effective management, which enhances performance, is achievable through effective communication. However, the current study will shift focus to senior personnel in non-governmental organizations in Juba, South Sudan, with 203 participants selected across national NGOs registered and domiciled in Juba, South Sudan.

#### **2.3.4 Strategic Leadership and Organizational Performance**

Meng and Berger (2020) investigate how communication accessibility impacts leadership effectiveness. They argue that leaders who emphasize accessible communication channels are more successful in aligning their teams with organizational objectives, thus enhancing performance. The study underscores that communication accessibility extends beyond technology to include an organizational culture that fosters open and inclusive communication practices.

Advancements in communication technologies have markedly enhanced communication accessibility within organizations. Harris and Nelson (2020) highlight that the adoption of technologies such as tele-conferencing, messaging, and collaborative networks has allowed organizations to sustain high performance levels even in remote work environments. Their research suggested that organizations investing in robust communication infrastructures are adaptive to changes and can maintain operational efficiency.

In Nairobi County, Otieno (2022) aimed to determine the effects of varied leadership styles on the effectiveness of partners implementing the health sector. Utilizing style and behavior theory alongside stewardship theory, based on a descriptive survey from 240 top management members of health sector NGOs with SPSS software (Version 26.0)

analysis, the study revealed that leadership style significantly affects organizational performance, with transformational leadership being the most influential. Although the study focused on health sector NGOs in Nairobi County, our research encompasses national NGOs headquartered in Juba, South Sudan, across various sectors.

Bose and Ndegwa (2019) investigated how leaders' tactics affected the Nairobi County Criminal Investigations Department. Their findings emphasized the importance of management's potential, group culture, stakeholder engagement, and ethical issues in enhancing delivery of criminal investigation services. They highlighted the necessity of professional training, capacity building, and commitment to high-quality service. While their study was centered on governmental institutions, its insights are applicable to security organizations within Kenya's National Police Service and other security agencies. Our current research, however, focuses on national NGOs to support the humanitarian sector in South Sudan.

Kitonga et al. (2016) determined the effect of strategic leadership on non-profit organizations' efficacy. It was observed that the entity's performance in not-for-profit organizations improved by 53.2% for every change in these predictor factors combined. The study involved academic students and senior NGO management in Nairobi County. While there are parallels with our research, our study will specifically examine staff members of national NGOs in Juba, South Sudan.

The impact of leadership skills on employee performance has been extensively examined. A study by Alharbi and Alnuaimi (2022) emphasized that transformational leadership skills, including the ability to inspire and motivate employees—are positively correlated with enhanced employee performance and satisfaction. The researchers found that leaders who exhibited high levels of emotional intelligence and provided clear vision and support contributed to better employee outcomes and overall organizational

performance. This aligns with previous research suggesting that transformational leadership fosters a more engaged and productive workforce (Bass & Riggio, 2018).

The connection between leadership skills and organizational productivity is another key focus. Zhang et al. (2021) conducted a thorough review of various leadership styles, including transactional and transformational leadership, and their impact on productivity. Their research showed that transformational leaders, who promote innovation and support employee development, were more successful in enhancing organizational productivity than transactional leaders. They suggested that transformational leadership promotes a positive organizational climate, leading to increased efficiency and output.

Effective financial management is essential to the achievement of an entity. The impact of leadership abilities on financial improvement in various industries was evaluated by Ghosh et al. (2023). Their study revealed that leaders with strategic thinking and decision-making abilities significantly affect financial performance by spearheading strategic initiatives and cultivating a culture of accountability and high performance. The results highlight the importance of leadership skills in aligning organizational strategies with financial objectives, thus improving financial outcomes.

Organizational culture, which influences performance, is also affected by leadership skills. A study by Kumar and Yadav (2020) highlighted that leaders who effectively communicate vision and values contribute to shaping a positive organizational culture. The research showed that leaders who exhibit strong interpersonal and communication skills are more successful in fostering a culture of collaboration and trust, which in turn enhances organizational performance. This reinforces the notion that leadership skills are pivotal in creating an environment conducive to high performance.

Employee retention serves as a crucial metric for evaluating organizational performance. Johnson and Smith (2022) investigated how leadership skills impact employee retention and discovered that leaders who exhibit supportive behaviors and offer career development opportunities significantly affect employees' choices to remain with the organization. The study revealed that effective leadership enhances job satisfaction and lowers turnover rates, thereby fostering organizational stability and sustaining long-term performance.

### **2.3.5 Organizational Performance**

Sustainability, in the realm of donor support, refers to a company's ability to grow and maintain its donor base over time. Research by Johnson and Lee (2022) underscores that sustainable donor engagement practices, such as building long-term relationships and demonstrating transparency, contribute significantly to organizational stability. Organizations that cultivate a loyal donor base are better positioned to navigate financial challenges and sustain their operations effectively.

The link between donor attraction and organizational performance is further explored by Chen et al. (2023), who found that effective donor attraction strategies positively influence various aspects of organizational performance. These aspects include financial health, program efficacy, and overall mission fulfillment. Organizations that succeed in attracting and retaining donors not only secure financial resources but also enhance their ability to deliver impactful services and achieve their strategic objectives.

The retention of donors is another critical factor that influences organizational performance. Smith and Turner (2020) argue that high donor retention rates correlate with better organizational performance outcomes. Valued and engaged donors are more

likely to provide sustainable financial support, leading to a more stable financial base and improved capacity for program execution.

Knowledge management (KM) is increasingly acknowledged as a vital determinant of organizational performance. KM encompasses the organized management of an organization's knowledge resources to gain a competitive edge. Recent research indicates that effective KM practices enhance organizational performance by through promoting innovation, streamlining decision-making procedures, and increasing operational effectiveness. According to a study by Gaskin et al. (2021), for example, entities with strong knowledge management (KM) practices perform better because they make better use of their knowledge resources. The research emphasizes that KM practices, such as knowledge sharing and collaboration, directly influence performance outcomes by enabling organizations to leverage their intellectual capital more effectively (Gaskin, et al., 2021).

Recent literature underscores that innovation enhances performance by allowing organizations to adapt to changing market conditions, differentiate themselves from competitors, and meet evolving customer needs. For example, a study by Akinboade and Kibet (2022) examines the impact of innovation on organizational performance across various sectors. The findings suggest that organizations that prioritize innovation achieve better performance metrics, such as increased market share and financial stability, compared to those that do not (Akinboade & Kibet, 2022).

The interplay between knowledge management and innovation is crucial for optimizing organizational performance. Research indicates that organizations that effectively integrate knowledge management with innovation practices tend to outperform their peers. For example, a study by Huang and Li (2023) explores how the synergy between KM and innovation influences organizational outcomes. The study finds that

organizations that combine these elements can create a dynamic environment that fosters continuous improvement and adaptation, leading to superior performance outcomes (Huang, & Li, 2023).

One critical study by Wright and Kim (2020) highlights that employee satisfaction positively influences organizational performance by enhancing employees' motivation and productivity. They argue that satisfied employees are more likely to exhibit higher levels of engagement, which translates into improved performance outcomes. Their research indicates that organizations with higher employee satisfaction scores often experience increased profitability and operational efficiency.

Similarly, a comprehensive meta-analysis conducted by Judge et al. (2021) reinforces this link, finding that employee satisfaction is a strong predictor of various organizational performance metrics, including financial performance, customer satisfaction, and employee retention. Their analysis emphasizes that organizations investing in employee satisfaction initiatives can achieve competitive advantages through improved performance and lower turnover rates.

Another relevant study by Harter et al. (2022) explores the mechanisms through which employee satisfaction impacts organizational performance. Their research identifies several key factors, such as job satisfaction, organizational dedication and the impression of support, that mediate the relationship between employee satisfaction and performance. The authors suggest that enhancing these factors can lead to better organizational outcomes.

Furthermore, recent research by Zhang and Liu (2023) examines the role of employee satisfaction in the context of organizational change. They found that during periods of transformation, employee satisfaction plays a crucial role in maintaining performance

levels. Their study indicates that organizations that manage to sustain high employee satisfaction during changes are better positioned to achieve successful outcomes and adapt to new challenges.

## **2.4 Summary of Literature Review and Research Gaps**

The literature summary sought to critically analyze current research on strategic implementation practices and their link to organizational performance, particularly concerning national NGOs in South Sudan. It underscores significant themes that arose from both global and regional studies, examines how these themes align—or do not align—with the context of South Sudan, and identifies important gaps that future research should explore. By shedding light on these gaps, the review established a basis for enhancing strategic capacity and boosting the effectiveness and sustainability of national NGOs in South Sudan. While much has been written about strategic implementation in NGOs, particularly in donor-driven environments, there remains a notable gap in the literature concerning how strategic implementation practices are applied on the ground, especially by national NGOs. These local actors frequently operate under conditions of limited resources, weak institutional capacity, and fluctuating security, which can significantly impede their ability to execute plans effectively. Furthermore, donor-imposed requirements often shape strategic priorities, leaving national NGOs with limited autonomy in aligning their internal processes and systems with long-term goals.

Table 2.1 provides an overview of the reported studies as well as the areas for further research recognized according to the studies evaluated on the parameters of the study.

**Table 2.1: Summarized Literature Review and the Research Gaps**

| <b>Author(s)</b>      | <b>Objective</b>  | <b>Key Findings</b>  | <b>Research Gap</b>  | <b>Current Focus</b>   |
|-----------------------|---|--|--|--|
| Suh & Kim (2020)      | To examine the impact of legal conformity on financial performance    | Legal conformity positively affects financial performance by reducing legal risks and promoting operational efficiency | Focused on general corporate entities; lacks contextual evidence from NGOs in fragile states | Investigates legal conformity in national NGOs in Juba, South Sudan                |
| Homburg et al. (2019) | To assess the impact of legal compliance on organizational reputation | Legal adherence boosts reputation, stakeholder trust, and long-term success  | Study centered on stakeholder perception in commercial contexts                              | Examines reputation and compliance in the non-profit sector in South Sudan         |
| Mikalef et al. (2020) | To explore how legal conformity influences operational efficiency     | Integration of legal requirements into operations leads to fewer disruptions and improved productivity                 | Study generalizes across industries; lacks NGO sector-specific insights                      | Applies findings to NGOs to determine operational gains from legal compliance      |
| Gupta & George (2020) | To analyze compliance challenges in multinational corporations        | Regulatory complexity increases compliance costs; robust programs improve performance                                  | Focus on multinational corporations; limited NGO sector analysis                             | Investigates compliance challenges in NGOs operating in complex legal environments |
| Kim & Lee (2020)      | To study cross-functional coordination aligned with strategic goals   | Strategic alignment enhances organizational performance and minimizes interdepartmental conflict                       | Context mainly involves private sector firms   | Focuses on internal and external coordination in NGOs                              |

|                        |  |   |   |   |
|------------------------|--|---|---|---|
| Zhao et al. (2008)     | To investigate coordination in IT bodies among humanitarian NGOs                       | Coordination barriers persist; structural hurdles more prevalent than behavioral                | Study not tied to specific NGOs or regions                        | Examines structural and behavioral coordination in South Sudanese NGOs            |
| Kaberi (2013)          | To examine the correlation between organizational systems and NGO performance in Kenya | Internal systems improve speed, quality, satisfaction, and communication                        | Focus on internal systems only; conducted in Kenya                | Analyzes internal and external coordination in South Sudanese NGOs                |
| Njeri & Were (2017)    | To assess how management involvement impacts NGO project success in Kenya              | Management support and capacity building improve performance                                    | Study limited to project-level coordination in Kenya              | Broadens to institutional coordination in South Sudan                             |
| Musheke & Phiri (2021) | To evaluate how communication affects NGO performance                                  | Effective communication significantly boosts performance; poor communication is a major barrier | Conducted in Zambia; used systems theory on diverse organizations | Applies study to South Sudanese NGOs, focusing on senior management communication |
| Salehi et al. (2019)   | To assess corporate governance conformity and  | Governance conformity reduces agency costs and boosts accountability                            | Country-specific and private sector focus                         | Applies governance-performance relationship to NGOs in South Sudan                |

|                        |   |  |  |   |
|------------------------|---|--|--|---|
|                        | performance in Iran   |  |  |   |
| Bhagat & Bolton (2020) | To examine how governance affects market performance in public companies          | Strong governance practices improve valuation and profitability                      | Centered on publicly traded companies              | Extends to non-profit governance in South Sudanese NGOs                       |
| Wanja (2017)           | To evaluate leadership, culture, and resource allocation in WFP projects in Kenya | Leadership and resource allocation influence success; culture may hinder performance | Specific to WFP in Kenya                           | Examines broader strategic implementation and performance in South Sudan NGOs |
| Gitau et al. (2020)    | To analyze strategy implementation in Nairobi supermarkets                        | Strategy implementation enhances performance; calls for efficient resource use       | Commercial sector focus; limited participant scope | Studies NGO strategy implementation in South Sudan                            |
| Yambo et al. (2012)    | To explore resource allocation and performance in a sugar company in Kenya        | Resource allocation is critical for translating plans into results                   | Commercial organization context                    | Applies findings to NGO sector in South Sudan                                 |

|                          |   |   |  |   |
|--------------------------|---|---|--|---|
| Guuru (2018)             | To examine how communication techniques impact program execution at ILRI, Kenya         | Multi-channelled, results-driven, and participatory communication strategies significantly influenced program success | Focused on a single organization (ILRI) in Kenya               | Extends to national NGOs in Juba, South Sudan                             |
| Basu (2020)              | To assess the role of written communication in improving organizational efficiency      | Well-structured written communication reduces misunderstandings and improves performance                              | Limited to general observations without organizational context | Investigates written communication within national NGOs in South Sudan    |
| Smith & Brown (2019)     | To evaluate the effect of written communication clarity and tone on employee engagement | Clear and positive communication improves morale and organizational performance                                       | Focuses on engagement but not performance in NGOs              | Examines impact on both engagement and performance in South Sudanese NGOs |
| Bakker & Albrecht (2020) | To analyze the influence of verbal communication on employee engagement                 | Effective verbal communication increases satisfaction and reduces turnover  | General perspective: lacks specific organizational settings    | Applies findings to national NGOs in South Sudan                          |
| Jablin (2020)            | To explore verbal communication in accurate   | Effective verbal communication reduces errors and enhances performance  | Doesn't consider organizational leadership context             | Investigate verbal communication in NGO leadership in South Sudan         |

|                         |  |   |  |   |
|-------------------------|--|---|--|---|
|                         | information transmission   |   |  |   |
| Avolio & Gardner (2020) | To understand verbal communication in leadership                                 | Effective verbal communication improves employee motivation and performance | Lacks NGO-specific context                             | Examines leadership communication within NGOs in Juba   |
| Kuria (2008)            | To study communication effectiveness at NHIF Nairobi HQ                          | Ineffective methods hinder interaction and performance                      | Focused on one Kenyan governmental institution         | Broadens focus to NGOs in South Sudan                   |
| Nebo et al. (2017)      | To evaluate the impact of communication on organizational performance in Nigeria | Effective communication enhances productivity and performance               | Focused on an academic institution in Nigeria          | Focus on senior personnel in South Sudanese NGOs        |
| Meng & Berger (2020)    | To assess how communication accessibility affects leadership effectiveness       | Open, inclusive communication improves alignment and performance            | Lacks specific NGO or regional focus                   | Applied in context of NGOs in South Sudan               |
| Harris & Nelson (2020)  | To investigate tech-enabled communication in remote work                         | Robust communication infrastructure supports high performance               | General technological view, lacks regional NGO setting | Focus on tech-enabled communication in South Sudan NGOs |

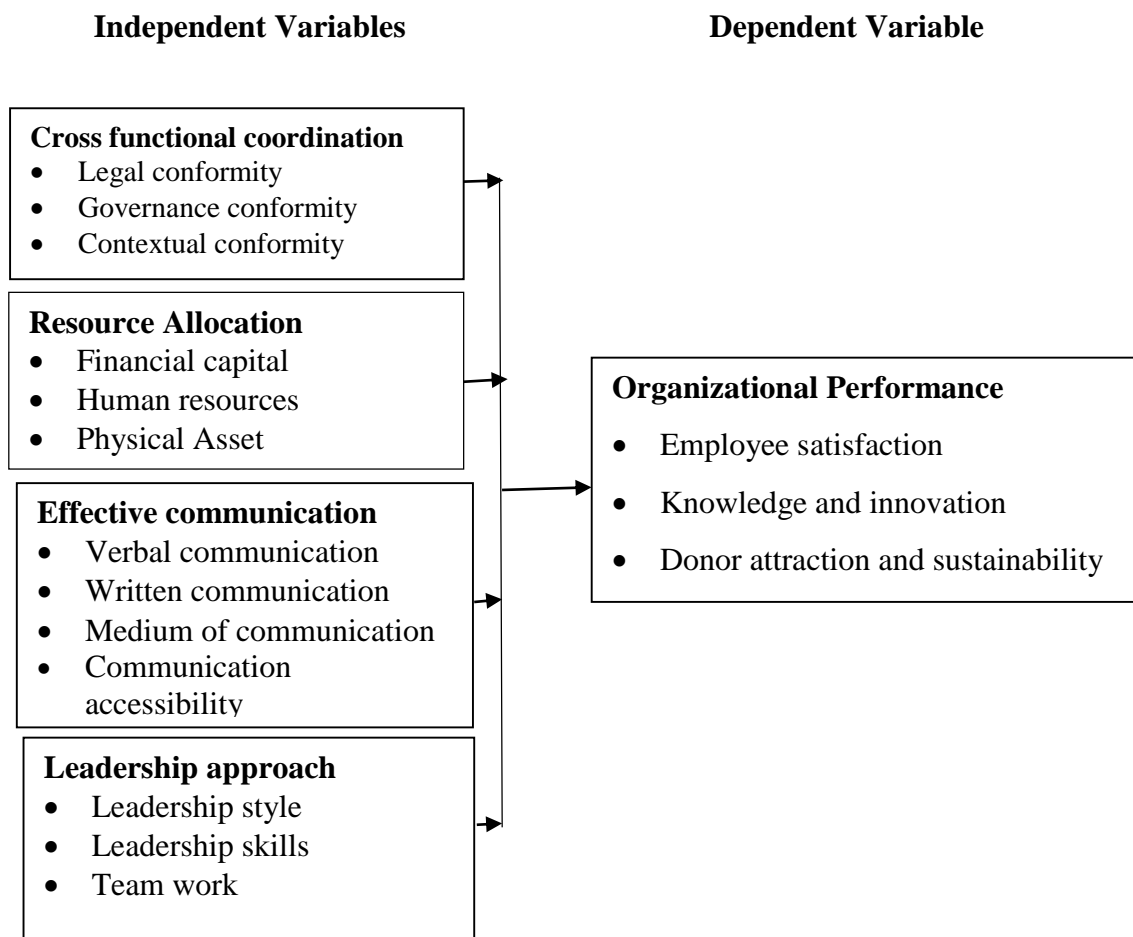
|                           |  |   |   |   |  |
|---------------------------|--|---|---|---|--|
| Otieno (2022)             | To examine leadership styles in Nairobi health sector NGOs         | Transformational leadership significantly boosts performance          | Focused on health NGOs in Nairobi                   | Broadens to varied NGOs in Juba, South Sudan            |  |
| Bose & Ndegwa (2019)      | To analyze leadership tactics in Nairobi's CID                     | Management capability and culture enhance service delivery            | Focused on Kenyan security institutions             | Application in humanitarian-focused NGOs in South Sudan |  |
| Kitonga et al. (2016)     | To determine strategic leadership effects on nonprofit performance | Strategic leadership improves performance by 53.2%                    | Focused on NGOs in Nairobi                          | Focuses on national NGOs in Juba                        |  |
| Alharbi & Alnuaimi (2022) | To study transformational leadership and employee performance      | Leaders with emotional intelligence improve satisfaction and outcomes | General study, not region-specific                  | Applies to leadership in South Sudan NGOs               |  |
| Bass & Riggio (2018)      | To reinforce transformational leadership's effect on productivity  | Transformational leadership improves workforce engagement             | Theoretical without specific organizational setting | Examines leadership in operational NGOs in Juba         |  |
| Zhang et al. (2021)       | To compare leadership styles and productivity                      | Transformational leaders promote innovation and efficiency            | General comparison without                          | Contextualized in South Sudan NGOs                      |  |

|                        |   |   | context specificity              |  |
|------------------------|---|---|----------------------------------|--|
| Ghosh et al. (2023)    | To study leadership impact on financial performance     | Strategic leadership improves financial outcomes through accountability | Focused on general industries    | Focus on financial performance in NGOs                 |
| Kumar & Yadav (2020)   | To assess how leadership shapes organizational culture  | Strong leadership communication fosters trust and collaboration         | Lack of NGO-specific application | Applies in humanitarian NGO environment in South Sudan |
| Johnson & Smith (2022) | To explore leadership's influence on employee retention | Supportive leaders reduce turnover and increase satisfaction            | No focus on NGOs or South Sudan  | Examines retention in national NGOs in Juba            |



## 2.5 The Conceptual Framework

This section puts into perspective the expected relationship between study variables. The framework assists in clarifying a research problem, which leads to an analysis of the findings. It serves as a roadmap for understanding and structuring the task by providing an outline that connects various ideas, concepts, and theories from the study. The dependent variable is organizational performance, while the independent variables are cross-functional coordination, resource allocation, effective communication, and leadership approach. The diagram below illustrates.



Source: Researcher (2024)

Figure 2.1. Conceptual Framework

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The part contains a comprehensive summary of survey methodologies and approaches employed in the survey. This chapter also covered the demographics, sampling procedures, instruments for information gathering, validation, and reliability, the procedure of gathering, and analyzing as well as moral issues regarding data collection.

#### **3.2 Research Design**

The study used a quantitative survey design (Creswell, 2015). Questionnaires were given to a sampled population for data collection. The design was well-suited because, in contrast to other approaches, it made data collection from a large number of respondents quick and easy. Schindler and Cooper (2013). Additionally, a questionnaire was the most practical, cost-efficient, and analytically suitable instrument for collecting standardized data from a wide range of NGOs in Juba.

#### **3.3 Target Population**

The project research utilized quantitative methods due to their potential to significantly advance knowledge in strategy and administration. Given the scarcity of empirical research on national NGOs in Juba, it was crucial to gather information on a broad scale using quantitative approaches to enhance generalizability. The observation units included Country Directors, Monitoring and Evaluation officers, Human Resource Officers, Project Managers, and Project Officers. Staff from national NGOs in Juba were selected as the target population because they are centrally located, operationally relevant, directly involved, and provide a representative sample of the strategic implementation landscape in South Sudan. With 82 registered national NGOs in Juba, each category within the observation unit needed to include 82 members, totaling 410 individuals (Babbie,2015).

**Table 3.1 Population of the Study**

| Population                                    | Total number | % Population |
|---|--------------|--------------|
| Country directors                             | 82           | 20           |
| Monitoring, Evaluation, and Learning Officers | 82           | 20           |
| Human Resource Officers                       | 82           | 20           |
| Project Managers                              | 82           | 20           |
| Project Officers                              | 82           | 20           |
| Total   | 410          | 100          |

Source: Researcher 2024

### 3.4 Sampling Technique and Sample Size

Collecting data from the entire 410 population was impractical due to constraints such as time, cost, and accessibility. To address this challenge, a simple random sampling technique was conducted to select respondents from the study population. This was so to ensure that every individual has an equal and independent chance to participate in the survey to avoid possible biases in data collection. Out of the target population of 410 individuals, a sample size was determined given the limited resources (Yamane,1967)

$$n = \frac{N}{1 + N(e)^2} n = \frac{N}{1 + N(e)^2}$$

Where;

N= Population;

e = margin of error or significance level at 0.05,

n = sample size

Therefore, [410/1+410 (0.05<sup>2</sup>)]

=410/ 2.025

=202.5 Respondents. =203

### **3.5 Data Collection Instrument.**

The study applied a quantitative approach by sending questionnaires to collect data from respondents. To allow for first-hand information, maintain objectivity, and comparability from the target population sample, structured questionnaires were distributed and analyzed (Taherdoost, 2021).

The questionnaire consisted of two sections. The first section required the participant to respond to a total of four questions that sought demographic and thematic data from respondents. In the second section of the questionnaire, participants were requested to specify their degree of agreement with each statement using the Likert scale to what extent they agreed with the structured questions across variables. (Burns & Bush, 2014).

#### **3.5.1 Pilot Testing**

Pilot testing was conducted in Western Kenya, focusing on National NGOs, with a target of 25 respondents to evaluate the clarity, logic, and relevance of the questionnaire. According to Zikmund et al. (2014), pilot testing is essential for identifying and correcting errors in the research instrument before the main data collection begins. The pilot study enabled refinement of question wording, structure, and response formats, thereby enhancing the instrument's validity. The 25 respondents represented approximately 5% of the total population. upon sampling, the target population was reduced to 203, well above the commonly recommended range of 5% to 10% for pilot testing (Hertzog, 2008), providing a robust basis for assessing the tool's effectiveness.

### **3.5.2 Reliability of Instrument**

To enhance reliability, accuracy and trustworthiness of the questionnaires, Test-retest methodology was essential. Therefore, the instruments were deemed reliable for data collection (Cronbach, 1951).

### **3.5.3 Instruments' validity**

Test validity was employed to establish a connection between the content being tested and the assessment tasks designed to measure it, as outlined by (Cronbach & Meehl, 1955). Content validity assessed whether the test adequately represented the research objectives. The instruments' format was also evaluated at this stage. The tools for gathering were also reviewed by the supervisor to verify their alignment with the study's objectives. During the pilot study, the questionnaire items were used as a checklist to review responses and confirm that they met the expected standards (Drost, 2011).

### **3.6 Data Analysis and Presentation**

According to Sekaran and Bougie (2016), the data analysis procedure involved packaging the collected information, organizing, and structuring its main components in a way that allowed the findings to be easily and effectively communicated. Therefore, the collected quantitative data were coded, entered into the Statistical Package for Social Sciences (SPSS), and then analyzed descriptively, through frequencies, percentages, means, and standard deviations, and using regression analysis. The hypothesized regression equation model measured the relationship between the dependent and independent variables. The regression model was as follows.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Y= Organization Performance

$\beta_0$ =Constant

$\beta_{1-n}$ =Regression Beta coefficient.

$X_1$ =Cross functional coordination,

$X_2$ =Resource allocation

$X_3$ =Effective communication

$X_4$ =Strategic Leadership

$\varepsilon$  =Error

### **3.7 Ethical Considerations**

Ethics involves established principles of right and wrong that guide human actions, typically concerning rights, duties, societal benefits, fairness, or particular virtues. For those distinguishing between right and wrong, moral codes provide guidance on which actions are deemed good and which are not. These moral standards prevent individuals from manipulating or falsifying information and dictate how one should engage with survey participants, including securing their voluntary consent for research. During the study, necessary approvals were secured from the university's school of business, the National Commission for Science, Technology & Innovation (NACOSTI), the Relief and Rehabilitation Commission (RRC), and the relevant NGO management. Participants' confidentiality and privacy were reassured at the point of distribution of questionnaires. It was also emphasized that the research objective was purely scientific and that no questions would induce psychological harm to individuals.

## CHAPTER FOUR

### DATA PRESENTATION AND DISCUSSIONS

#### 4.1 Introduction

Chapter Four details the results and discussions based on the research methodology described in the preceding chapter. It specifically addresses the response rate, demographic representation, descriptive analysis, multiple regression, and correlation analysis.

#### 4.2 Response Rate

The research project sought feedback from different classes of individuals in an entity, and response rates were tabulated below.

**Table 4.1: Returned responses**

| <b>Category of Respondents</b>                | <b>Distributed</b> | <b>Returned</b> | <b>Rates</b> |
|---|--------------------|-----------------|--------------|
| Country Director                              | 40                 | 34              | 85.0         |
| Monitoring, Evaluation, and learning officers | 46                 | 44              | 95.7         |
| Human Resource Officers                       | 39                 | 36              | 36.5         |
| Project managers                              | 41                 | 36              | 92.3         |
| Project Officers                              | 37                 | 33              | 89.2         |
| <b>Total</b>                                  | <b>203</b>         | <b>183</b>      | <b>90.1%</b> |

*Source: The researcher (2024)*

Table 4.1 indicates that 203 questionnaires were distributed for data collection, with 183 fully completed and returned, representing a 90.1% return rate, which suggests strong engagement and cooperation from the target respondents. This high return rate enhanced the reliability and validity of the collected data (Saldivar, 2012). Notably, Monitoring, Evaluation, and Learning Officers had the highest response rate (95.7%), which indicated their active involvement in the research, whereas Human Resource Officers had a significantly lower response rate (36.5%), which could reflect either lower availability, engagement, or interest from this group. The high response rates from other categories,

such as Project Managers (92.3%) and Project Officers (89.2%), indicate good representation of operational-level staff.

### 4.3 Demographic Representation

To reduce potential biases as well as ensure the validity of data, questionnaires were distributed to the respondents with specific roles that partly play specific roles in strategy implementation. Returned questionnaires had below summarized characteristics.

#### 4.3.1 Position of the Respondents

Respondents were requested to specify their positions within their organizations, and this information is illustrated in Figure 4.2.

**Table 4.2: Position**

|   | <b>Frequency</b> | <b>Percent</b> |
|---|------------------|----------------|
| Country Director                              | 4                | 2.2            |
| Project Managers                              | 87               | 47.5           |
| Project Officers                              | 69               | 37.7           |
| Monitoring, Evaluation, and learning officers | 10               | 5.5            |
| Human Resources officers,                     | 13               | 7.1            |
| <b>Total</b>                                  | <b>183</b>       | <b>100%</b>    |

*Source: The researcher (2024)*

The distribution of respondents by position showed a strong representation from operational and middle management levels, especially Project Managers (47.5%) and Project Officers (37.7%), who together make up over 85% of the sample. This suggested that the study effectively captured the perspectives of those most directly involved in the day-to-day execution of strategies within the organization. Conversely, senior leadership (Country Directors) was minimally represented at only 2.2%, which limited the study's insight into strategic decisions from a top-management viewpoint. However, the inclusion of Monitoring & Evaluation Officers (5.5%) and Human Resources Officers (7.1%) added diversity to the perspectives, especially regarding performance measurement and resource allocation in strategy implementation.

Overall, the respondent distribution aligned with the study’s objective of understanding strategy implementation practices by involving those who are operationally and functionally responsible. However, the limited input from senior-level executives might be considered a constraint when interpreting findings that relate to strategic direction or top-level decision-making. This distribution reflects a diverse data set that is representative of various sectors within national NGOs in Juba, South Sudan.

### 4.3.2 Length of Service

The research also sought to find out the length of service from respondents. Their feedback was recorded in Table 4.3.

**Table 4.3: Length of service**

| <b>Length of service</b> | <b>Frequency</b> | <b>Percent</b> |
|--------------------------|------------------|----------------|
| 0-3 Years                | 121              | 66.1           |
| 4-6 years                | 43               | 23.5           |
| 7 years and above        | 19               | 10.4           |
| <b>Total</b>             | <b>183</b>       | <b>100.0</b>   |

*Source: The researcher (2024)*

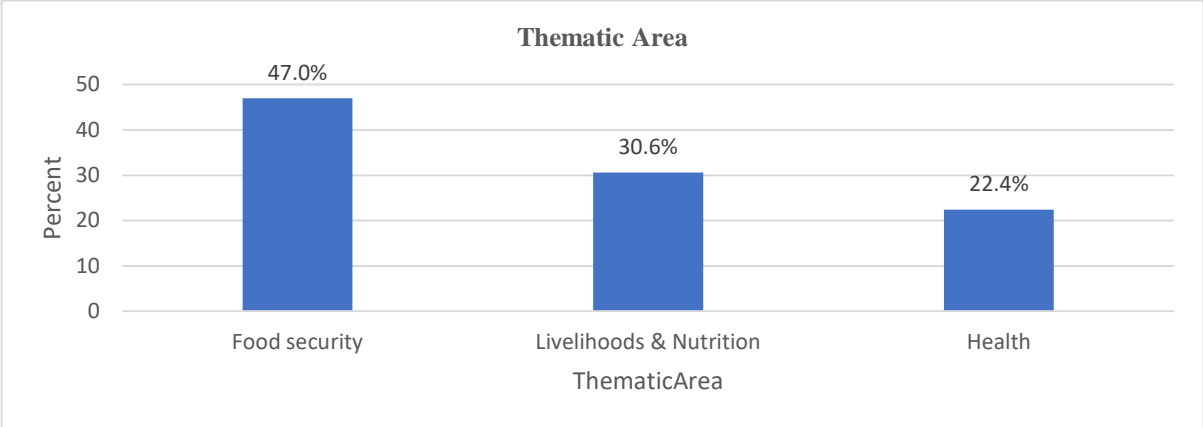
The data on length of service revealed that a significant proportion of the respondents (66.1%) have been with their current organizations for 0–3 years. This concluded that the workforce within national NGOs in Juba, South Sudan, is largely composed of relatively new employees. Such a pattern may be reflective of high staff turnover, recent recruitment drives due to sectoral growth, or ongoing organizational restructuring.

A smaller segment (23.5%) served for 4–6 years, representing employees with a moderate level of institutional experience who may act as intermediaries between newly recruited staff and organizational norms. Meanwhile, only 10.4% of respondents have served for 7 years or more, suggesting limited long-term institutional memory.

### 4.3.3 Thematic areas of the respondent

The study also sought to determine the thematic areas they worked in, and their responses were recorded in Figure 4.1

**Figure 4.1: Thematic Areas of Respondents**



*Source: Researcher ( 2024)*

The data illustrated that respondents were drawn from three main thematic areas: food security (47.0%), livelihoods and nutrition (30.6%), and health (22.4%). This distribution shows that while food security was the most represented sector, a substantial proportion of respondents also came from the other two key operational areas. The high representation from the food security sector likely reflects the critical role it plays in the humanitarian and development efforts of national NGOs operating in Juba, South Sudan. This aligns with the country’s context, where food insecurity remains a persistent challenge, thus attracting more programming and personnel. The thematic distribution indicates that the study captured a balanced cross-section of functional areas within NGOs, thereby strengthening the relevance and applicability of its conclusions across varied programmatic contexts.

### 4.4 Descriptive Analysis

In quantitative research, especially when analyzing survey data collected via Likert scales, Its important to accurately summarize participant responses to provide meaningful

interpretation. The mean was a commonly used measure of central tendency that provided a clear summary of overall agreement or disagreement with the research. However, relying solely on the mean can overlook the variability in responses, which is equally important for understanding the consistency of participant opinions. To address this, both the mean and standard deviation are employed to capture not only the average sentiment but also the dispersion of responses, enabling a more nuanced evaluation of the data.

Preliminary evaluation was performed to find out the role of mean values in the data assessment based on a 5-point Likert scale with the following interpretations: 4.3-5 Strongly Agree, 3.5-4.2 Agree, 2.5-3.4 Undecided, 1.9-2.6 Disagree, and 1-1.8 Strongly Disagree, (Joshi et al., 2015). The mean was calculated for each objective, yielding a mean score for each variable. This approach provides a clearer understanding of central tendency than the median. Additionally, standard deviations were calculated to assess the dispersion of data points around the mean, indicating the extent to which individual responses deviated from the average (Nemoto & Beglar, 2014).

#### **4.4.1 Cross-Functional Coordination on Performance of National NGOs in Juba**

Data was gathered from respondents using the Scale as indicated above. The findings from the respondents are detailed in Table 4.4.

**Table 4.4: Cross-functional coordination on the performance**

| Statement  | N   | Min. | Max. | Mean | Std. Dev. |
|--|-----|------|------|------|-----------|
| The organization ensures that cross-functional activities align with relevant laws and regulations.                        | 183 | 1    | 5    | 4.26 | 1.009     |
| There is a clear understanding within our organization of the legal requirements related to cross-functional coordination. | 183 | 1    | 5    | 4.2  | 1.015     |

|   |     |   |   |      |       |
|---|-----|---|---|------|-------|
| Our organization has mechanisms in place to address legal risks and ensure compliance across different functions.                                     | 183 | 1 | 5 | 3.78 | 1.186 |
| Our organization follows established governance structures and processes when coordinating activities across functions.                               | 183 | 1 | 5 | 3.55 | 1.325 |
| Decision-making in a cross-functional unit is transparent and aligned with organizational goals and objectives.                                       | 183 | 1 | 5 | 3.78 | 1.089 |
| There is effective communication and collaboration between different departments or teams to ensure governance conformity.                            | 183 | 1 | 5 | 3.58 | 1.168 |
| Our organization adapts cross-functional coordination approaches based on the specific context and requirements of each project or initiative.        | 183 | 1 | 5 | 3.66 | 1.151 |
| We consider external factors such as market conditions, industry trends, and customer needs when coordinating activities across functions.            | 183 | 1 | 5 | 4.02 | 1.056 |
| Our organization continuously evaluates and adjusts cross-functional coordination strategies to ensure alignment with changing business environments. | 183 | 1 | 5 | 3.67 | 1.277 |

**Aggregate**

**3.83     1.14**

*Source: Researcher ( 2024)*

As to whether cross-functional activities align with relevant laws and regulations, the findings confirmed that organizations ensure cross-functional coordination and comply with relevant laws and regulations. This high mean reflects strong agreement, while the relatively low standard deviation suggests consistent responses. The outcomes match an investigation by Homburg et al. (2019), which identified that businesses that are seen as legally compliant are likely to gain more market share, a better reputation, and more loyal customers.

Additionally, respondents generally agreed with a mean of 4.20 (SD = 1.015) that their organization has a clear understanding of legal requirements. While slightly lower than the previous measure, this mean still indicates strong agreement, with the low standard deviation reflecting consistent perceptions. This aligns with Mikalef et al. (2020), who observed that integrating legal requirements into operational strategies leads to fewer disruptions and more consistent performance.

Furthermore, the analysis showed that respondents, moderately agreed that their organizations have mechanisms to address legal risks and ensure compliance across different functions. The high standard deviation reflects variability in opinions. These results are consistent with Gupta and George (2020), who discussed the challenges multinational corporations face due to varying legal standards across jurisdictions.

Respondents moderately agreed that their organizations adhere to established governance processes during project coordination. The high standard deviation suggests significant variability in their opinion. This aligned with Salehi et al. (2019), who noted differing views on governance structure adherence.

On decision-making transparency, respondents agreed with a mean of 3.78 (SD = 1.089) that decision-making within cross-functional units aligns with organizational goals. While the mean indicates a positive but moderate agreement, the standard deviation reflects some variability. This finding corresponds with Chidambaram and Carley (2019), who highlighted the benefits of utilizing both digital and traditional communication mediums for better information dissemination and decision-making.

Additionally, respondents, accepted that there is effective communication and collaboration between departments to ensure governance conformity. The mean is slightly above neutral with slight variation in opinions. This is supported by Allen et al.

(2020), who found that hybrid communication approaches improve employee engagement.

Furthermore, respondents concurred that their organizations adopt cross-functional coordination approaches based on project-specific contexts and requirements. The positive mean and some variability in responses align with Pagell et al. (2002), who found that adapted coordination enhances organizational performance by fostering continuous learning and flexibility.

The study also showed that respondents, with a mean of 4.02 (SD = 1.056), strongly agreed that external factors such as market conditions, industry trends, and customer needs are considered in cross-functional coordination. The high mean and consistent responses are consistent with Cummings and Worley (2020), who found that proactive monitoring and adaptation to regulatory changes lead to better performance outcomes.

Finally, it's concurred that their organizations continuously evaluate and adjust cross-functional coordination strategies to align with changing business environments. The positive mean and considerable variability in responses suggest differing views on this process. This finding echoes Kim and Lee (2020), who observed that alignment with overall business strategy improves performance by reducing conflicts and misalignments. The results agreed to the findings of Abdel-Kader and Wadongo (2018) and Njeri and Were (2017), which indicated a significant match between cross-functional coordination and organizational performance among NGOs in Kenya.

#### **4.4.2 Resource Allocation on Performance of National NGOs in Juba**

Under this objective, the research project sought to examine how resource allocation contributes to the performance of national NGOs in Juba, South Sudan whose results were noted in table 4.5

**Table 4.5: Descriptive Analysis of Resource allocation and performance**

|   | <b>N</b> | <b>Min.</b> | <b>Max.</b> | <b>Mean</b> | <b>Std. Dev.</b> |
|---|----------|-------------|-------------|-------------|------------------|
| Finance is allocated effectively to support our NGO's goals and objectives.   | 183      | 1           | 5           | 3.85        | 1.265            |
| Our organization adequately budgets and allocates funds to address critical needs and priorities.                           | 183      | 1           | 5           | 3.80        | 1.077            |
| There is transparency in how financial resources are allocated within our organization.                                     | 183      | 1           | 5           | 3.78        | 1.370            |
| Our organization effectively monitors and evaluates the use of financial resources to ensure accountability and efficiency. | 183      | 1           | 5           | 3.55        | 1.308            |
| Human resources are allocated appropriately to meet the demands and workload of our organization.                           | 183      | 1           | 5           | 3.66        | 1.112            |
| Our organization supports training and development programs to boost the skills and capabilities of its workforce.          | 183      | 1           | 5           | 3.67        | 1.343            |
| There is fair distribution of responsibilities and workload among employees within our organization.                        | 183      | 1           | 5           | 4.07        | 1.051            |
| Our organization fosters a supportive and inclusive work environment that encourages employee engagement and satisfaction.  | 183      | 1           | 5           | 3.72        | 1.126            |
| There is sufficient investment in acquiring and maintaining physical resources to meet the needs of our organization.       | 183      | 1           | 5           | 3.59        | 1.228            |
| <b>Aggregate</b>  |          |             |             | <b>3.74</b> | <b>1.21</b>      |

*Source: Researcher ( 2024)*

As to whether management allocates finance effectively to support our NGO's goals and objectives, most respondents agreed. The mean score suggests a consensus on the effectiveness of financial resource allocation, though with slight variations as indicated by the standard deviation. These findings correspond with Godana et al. (2022), who reported that financial resource allocation has a direct impact on the strategic plans implementation in public hospitals in Marsabit County. Similarly, Gitau et al. (2020) had the same preposition in selected supermarkets in Nairobi County.

Similarly, it was observed that most sampled populations whose mean score of 3.80 (SD=1.077), concurred that their organizations adequately budget and allocate funds to address critical needs and priorities. This indicates a strong agreement with minimal

response variation, aligning with Ngumi and Njogo (2017), who observed the same similarity between budgetary resource allocation and financial performance in Kenyan insurance companies.

Respondents with a mean score of 3.78 (SD=1.370), accepted that there is transparency in financial resource allocation within their organizations. While the mean score reflects majority agrees, the higher standard deviation suggests considerable variation in opinions. The results validate the outcome of Valencia et al. (2014), that discovered a high connection between nonprofit organizational effectiveness and transparency.

Additionally, respondents with a mean score of 3.55 (SD=1.308), accepted that their organization effectively monitors and evaluates the use of financial resources to ensure accountability and efficiency. The lower agreement and higher variability in responses align with Dagane and Kihara (2021), of financial who discovered a noteworthy advantage of financial control on the sustainability of NGO finances in Garissa County, Kenya.

The study revealed that respondents agreed, **averaging a score** of 3.66 (SD=1.112), that personnel are appropriately allocated to meet organizational demands. The finding complements Ali et al. (2022), who confirmed via their study that the effective assignment of resources has a positive relation to the performance of cement production companies in Kenya.

Moreover, respondents with a mean score of 3.67 (SD=1.343), affirmed that their organization invests in personnel improvement programs that enhance workforce skills. This aligns with Elnaga et al. (2013), who observed a similar finding.

The research project further affirmed, via a mean score of 4.07 (SD=1.051), that responsibilities and workload are equitably distributed among employees. This highest mean score indicates a strong consensus with the least variability in responses.

Respondents also accepted, with a mean score of 3.72 (SD=1.126), that their organization fosters a supportive and inclusive work environment. This suggests a generally positive perception of the organizational environment.

Finally, the study recorded moderate agreement, on the sufficiency of resources available for acquiring and maintaining tangible resources to meet organizational objectives. The finding contrasts with Wanja (2017), who reported that personnel factors do not influence project performance, and Gitau et al. (2020), whose assessment compared strategic communication and organizational achievement.

#### 4.4.3 Effective Communication on Performance of National NGOs in Juba

The study sought to determine the impact of communication on the performance of national NGOs in Juba, South Sudan with results of the feedback summarized in the table below;

**Table 4.6: Effective Communication on the Performance**

|  | <b>N</b> | <b>Min.</b> | <b>Max.</b> | <b>Mean</b> | <b>Std. Dev.</b> |
|--|----------|-------------|-------------|-------------|------------------|
| Verbal communication within our organization is clear and concise.   | 183      | 1           | 5           | 4.19        | 1.210            |
| Verbal instructions and information are conveyed effectively during meetings and discussions.  | 183      | 1           | 5           | 3.78        | 1.142            |
| Opportunities for verbal communication (e.g., team meetings, one-on-one discussions) are sufficient for sharing information and addressing concerns. | 183      | 1           | 5           | 3.73        | 1.452            |
| Written instructions and guidelines are provided when necessary, facilitating understanding and action.  | 183      | 1           | 5           | 3.85        | 1.160            |
| Written communication (emails, memos, reports, etc.) effectively conveys information and instructions.   | 183      | 1           | 5           | 3.80        | 1.287            |
| The use of technology (such as email, messaging apps, video conferencing) facilitates effective communication in our organization.                   | 183      | 1           | 5           | 3.65        | 1.448            |
| Face-to-face meetings are an effective medium for communicating important information and resolving issues.  | 183      | 1           | 5           | 3.33        | 1.379            |
| The communication tools and platforms used in our organization are easily accessible to all employees.   | 183      | 1           | 5           | 3.99        | 1.295            |

|  |     |   |   |      |       |
|--|-----|---|---|------|-------|
| Employees have sufficient access to communication channels to reach out to colleagues, supervisors, or management when needed. | 182 | 1 | 5 | 3.77 | 1.284 |
|--|-----|---|---|------|-------|

**Aggregate** **3.68 1.38**

*Source: Researcher (2024)*

Table 4.6 showed respondents, with a mean score of 4.19 (SD=1.210), agreed that verbal communication within our organization is clear and concise. This high mean score suggests that, on average, participants view verbal communication as clear and straightforward. The study also noted a mean of 3.78 (SD=1.142), who felt that verbal instructions and information were effectively conveyed during meetings and discussions. This score reflects a generally positive perception of the effectiveness of verbal instructions, though it is lower than the clarity of overall verbal communication. The variability is moderate, as indicated by the standard deviation.

Additionally, most respondents found no reason not to agree that face-to-face meetings are an effective medium for communicating important information and resolving issues. This lower mean score suggests that face-to-face meetings are seen as less effective compared to other communication methods.

These findings align with Jablin's (2020) study, which highlighted that effective verbal communication aids in accurate information transmission, reducing misunderstandings and errors that can impact organizational performance. The positive perception of verbal instructions during meetings, with a mean score of 3.78, supports this, though it is not as high as the clarity of overall verbal communication.

The study also indicated that most respondents will prefer opportunities for verbal communication, such as team meetings and one-on-one discussions, which are sufficient for sharing information and addressing concerns. This score reflects a general satisfaction with communication opportunities, despite the high standard deviation suggesting a broad range of opinions. This finding is consistent with Bakker and Albrecht's (2020)

research, which showed that effective verbal communication fosters ownership and participation, which brings in greater job satisfaction and reduced turnover intentions. Furthermore, the study found that most respondents, with a mean of 3.85 (SD=1.160), accepted that written instructions and guidelines are provided when necessary, facilitating understanding and action. The positive perception of written instructions is reflected in the mean score of 3.85, with moderate variability indicated by the standard deviation. Similarly, a mean score of 3.80 (SD=1.287) for written communication (e.g., emails, memos, reports) suggests that it is generally effective, though the standard deviation shows moderate variability in responses. These findings are supported by Basu (2020), who noted that well-structured written communication protocols reduce misunderstandings and errors, enhancing performance outcomes.

A higher number of respondents confirmed that technology (such as email, messaging apps, and video conferencing) facilitates effective communication. While the mean score indicates some effectiveness, the higher standard deviation suggests considerable variability in perceptions. This finding echoes Farooq and Sultana's (2020) study, which highlighted that while technology enhances communication accessibility, it also introduces challenges like information overload and the digital divide. Organizations must balance accessible communication channels with managing potential downsides.

Finally, the study found that most respondents, with an average of 3.99 (SD=1.295), affirmed that communication tools and platforms in the organization are accessible. The positive perception of accessibility is reflected in the mean score, with moderate variability indicated by the standard deviation. This aligns with Harris and Nelson's (2020) research, which found that integrating communication technologies supports high performance, even in remote work settings. The same participants also felt that there's sufficient access to communication channels to reach out to colleagues, supervisors, or

management, mean of 3.77 (SD=1.284). The moderate standard deviation suggests a range of opinions on this aspect. These findings support Nebo et al. (2017) and Musheke and Phiri (2021), who emphasized the role of effective exchange of information in organizational performance and execution of programs, as noted by Guuru (2018) in the context of ILRI, Kenya.

#### 4.4.4 Strategic Leadership on Performance of National NGOs in Juba

The study also sought to explore the impact of strategic leadership on the performance of national NGOs in Juba, South Sudan. The findings from the respondents are shown below;

**Table 4.7: Performance of National NGOs in Juba**

|  | <b>N</b> | <b>Min</b> | <b>Max</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|----------|------------|------------|-------------|-----------------|
| My leader demonstrates a clear and effective leadership style.   | 183      | 1          | 5          | 3.73        | 1.334           |
| My leader possesses strong leadership skills, such as communication, decision-making, and problem-solving. | 183      | 1          | 5          | 3.71        | 1.279           |
| My leader fosters a sense of teamwork and collaboration among team members.                                | 183      | 1          | 5          | 4.05        | 1.317           |
| My leader encourages open communication and feedback within the team.                                      | 183      | 1          | 5          | 3.81        | 1.181           |
| My leader effectively delegates tasks and responsibilities to team members.                                | 183      | 1          | 5          | 3.93        | 1.221           |
| My leader demonstrates empathy and understanding towards team members' concerns and needs.                 | 183      | 1          | 5          | 3.87        | 1.363           |
| My leader provides guidance and support to help team members develop their skills and abilities.           | 183      | 1          | 5          | 4.03        | 1.104           |
| My leader effectively manages conflicts and promotes a positive work environment.                          | 183      | 1          | 5          | 3.61        | 1.489           |
| My leader demonstrates integrity and ethical behavior.   | 183      | 1          | 5          | 3.32        | 1.613           |
| <b>Aggregate</b>   |          |            |            | <b>3.80</b> | <b>1.33</b>     |

*Source: Researcher ( 2024)*

Table 4.7 indicates that most participants, with an average score rating of 3.73 (SD = 1.334), concurred that leaders exhibited a clear and effective leadership style. On

average, participants rated their leaders' leadership style as reasonably clear and practical, though few had varied opinions, ( $SD=1.334$ ). These findings correspond with Avolio and Gardner's (2020) research, which showed that leaders who communicate effectively are more likely to inspire and motivate their teams, resulting in higher employee performance and organizational success.

Additionally, the study found that most respondents, with a mean score of 3.71 ( $SD = 1.279$ ), admitted that leadership skills is exhibited by their seniors, including exchange of information, making resolution across emerging challenges. This generally positive perception of leaders' skills had a slightly lower mean score compared to leadership style and exhibited high variability, reflecting diverse opinions. This result is consistent with Shukla and Sinha's (2022) findings, which suggested that while democratic, transformational, bureaucratic, and authoritarian leaders are considered effective, charismatic and transactional leaders are viewed negatively due to their restrictive approach, which can hinder organizational performance.

Respondents (mean of 4.05), agreed that their leaders promoted teamwork and collaboration effectively. This aspect received the highest mean rating, suggesting that most participants felt their leaders excelled in fostering a collaborative environment. Despite this, the high standard deviation indicates varied experiences among respondents. These results support Askari et al.'s (2020) research, which highlighted teamwork as crucial for enhancing productivity and organizational efficiency in the long term.

Furthermore, the study showed that most respondents, with a mean rating of 3.81 ( $SD = 1.181$ ), were of a similar opinion that their senior management team encouraged open communication and feedback within the team. This aspect had a positive trend and a slightly lower standard deviation compared to other factors, suggesting more consistent

perceptions. This finding aligns with Wang et al.'s (2020) study, which found that transformational leadership significantly boosts employee satisfaction and performance.

A group of respondents with a mean score of 3.93 (SD = 1.221), shared a similar opinion that their leaders effectively delegated tasks and responsibilities. This aspect received a high mean score, indicating a generally positive view of delegation, though the moderate variation in responses suggests differing experiences among participants.

Moreover, it was observed that respondents, with a mean score of 3.87 (SD = 1.363), agreed that their leaders demonstrated empathy and understanding toward team members' concerns and needs. Leaders were perceived as empathetic, with a high mean score, but the wide standard deviation suggests diverse opinions on this quality.

It was also discovered that most respondents, (Mean of 4.03, SD = 1.104), agreed that their leaders provided counsel and assistance to team members aimed at enhancing their skills. This aspect was rated very positively, similar to teamwork and collaboration, indicating strong leader support for skill development. The relatively lower standard deviation suggests more consistent positive feedback. The finding complements Kim and Park's (2022) study, which found that regular, constructive interactions enhance job satisfaction and overall organizational improvement.

The findings also disclosed that respondents, whose mean was 3.61 (SD = 1.489), agreed that their leaders effectively managed conflicts and promoted a positive work environment. This aspect received the lowest mean score among positively rated items, indicating a relative weakness in conflict management and work environment promotion. The high standard deviation reflects significant disagreement among participants.

Finally, the study found that most participants, with an average score of 3.32 (SD = 1.613), admitted that their leaders demonstrated integrity and ethical behavior. This

aspect had the lowest mean score and highest standard deviation, suggesting inconsistent perceptions of leaders' ethical behavior. These findings align with Otieno's (2022) research, which perceived a positive connection between leadership styles and organizational performance, and with Bose & Ndegwa's (2019) study, which stated that ethical behavior, corporate ethos, management expertise, and stakeholder engagement are necessary conditions for strategic leadership and enhanced organizational performance.

#### 4.4.5 Performance of National NGOs in Juba

The study also aimed to assess the performance of national NGOs in Juba, South Sudan. Data from respondents was collected the findings are detailed in Table 4.8.

**Table 4.8: Performance of National NGOs in Juba**

| Statement  | N  | Min | Max | Mean        | Std. Dev.   |
|--|----|-----|-----|-------------|-------------|
| My workload is manageable, and I have a good work-life balance; hence, satisfied with my job at the organization.  | 18 | 3   | 5   | 3.9         | 1.179       |
| New ideas and initiatives are welcomed and implemented within the organization; thus, I believe the organization is innovative and forward-thinking.         | 18 | 3   | 5   | 3.86        | 1.339       |
| The organization diversifies its funding sources to ensure financial sustainability successfully by attracting donors and ensuring long-term sustainability. | 18 | 3   | 5   | 3.98        | 1.275       |
| <b>Aggregate</b>   |    |     |     | <b>3.91</b> | <b>1.26</b> |
| <i>Source; Researcher ( 2024)</i>  |    |     |     |             |             |

Table 4.8 shows that most participants, with an average score of 3.90 (SD = 1.179), concurred that their workload was manageable and that they enjoyed a good work-life balance, contributing to their job satisfaction at the organization. This mean score suggests a consensus among respondents that their workload is manageable, and their work-life balance is favorable, which enhances their job satisfaction. These results align

with Chen et al. (2023), who found that effective donor attraction strategies positively impact various facets of organizational performance, including financial health, program effectiveness, and overall mission fulfillment. Successful donor attraction not only secures financial resources moreover improves a firm's prowess to provide impactful services and achieve its strategic goals.

Additionally, the study found that respondents, (Mean 3.86, SD = 1.339), agreed that new ideas and initiatives were welcomed and implemented within the organization, reflecting a perception of the organization as innovative and forward-thinking. The average score of 3.86 indicates widespread agreement that an entity values and acts on new ideas, reinforcing its innovative reputation.

Moreover, the majority of respondents (Mean=3.98, SD = 1.275), agreed that the organization effectively diversifies its funding sources to ensure financial sustainability and attract donors for long-term stability. The highest mean score among the three statements indicates strong agreement that diversifying funding sources contributes to successful donor attraction and long-term financial sustainability. The findings align with Oladimeji et al. (2019), who observed that diversified organizations outperform those that are not, with diversification leading to growth.

#### **4.5 Regression Analysis**

To validate our regression analysis predicting strategic implementation practices and organizational performance in Juba, South Sudan, we assessed several critical assumptions. These included identifying influential outliers, confirming the normal distribution of residuals, checking for the lack of multicollinearity among variables, ensuring comparability of variance, and verifying direct relationships between variables and outcomes. By addressing these presumptions, we aimed to improve the interpretability and dependability of the model and offer more comprehensive insights

into the variables affecting organizational performance and strategic management practices in Juba.

#### 4.5.1 Tests of Normality

In evaluating a predictive model, Osborne (2013) highlights the relevance of examining the classification of regression residuals. Ensuring that these residuals follow a normal Gaussian distribution is key to minimizing bias in the regression coefficients. Because of this, it's critical to confirm that the residuals show normality and that the kurtosis and asymmetry are within manageable bounds. Regression residual normality was assessed in this study using the Shapiro-Wilk and Kolmogorov-Smirnov tests, in accordance with the recommendations of Osborne (2013) and Loy et al, (2014). The analysis of the standardized residuals histogram was also used to support the results obtained from these tests.

**Table 4.9: Normality tests of the assumption**

|    | Tests of Normality              |     |      |              |     |      |
|----|---------------------------------|-----|------|--------------|-----|------|
|    | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|    | Statistic                       | Df  | Sig. | Statistic    | df  | Sig. |
| FC | .151                            | 183 | .054 | .890         | 183 | .054 |
| RA | .291                            | 183 | .051 | .841         | 183 | .051 |
| EC | .215                            | 183 | .052 | .840         | 183 | .052 |
| SL | .186                            | 183 | .054 | .832         | 183 | .054 |
| OP | .223                            | 183 | .051 | .803         | 183 | .051 |

a. Lilliefors Significance Correction

**Source: Loy, Follet, and Hoffman (2014) and Osborne (2013)**

Given the non-significant Kolmogorov-Smirnov probability value, the dataset was parametric, as indicated by the results in Table 4.9. Standard guidelines state that parametric data are suggested by an insignificant probability value, thereby supporting

the use of linear regression for analysis. As indicated in Table 4.10, a Normality Log<sub>10</sub> test was performed to further validate this assumption

**Table 4.10: Tests of Normality Log<sub>10</sub>**

|     | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|-----|---------------------------------|-----|------|--------------|-----|------|
|     | Statistic                       | df  | Sig. | Statistic    | df  | Sig. |
| FC9 | .263                            | 248 | .051 | .712         | 248 | .051 |
| RA9 | .258                            | 248 | .056 | .853         | 248 | .056 |
| EC9 | .115                            | 248 | .054 | .915         | 248 | .054 |
| SL9 | .160                            | 248 | .053 | .878         | 248 | .053 |
| OP3 | .112                            | 248 | .057 | .931         | 248 | .057 |

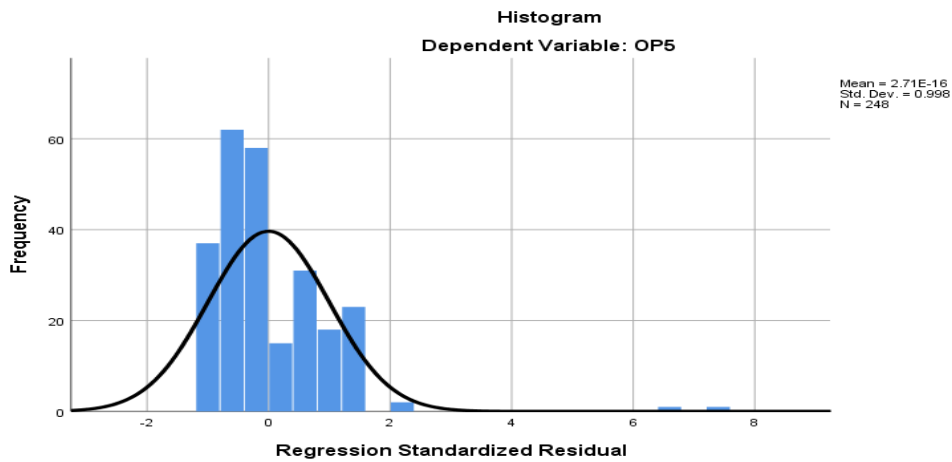
a. Lilliefors Significance Correction

A detailed review of Table 4.10 revealed that the dataset displayed parametric properties, as evidenced by the non-significant Kolmogorov-Smirnov probability value. According to standard guidelines, a dataset is considered parametric if the probability value is insignificant. Consequently, we chose to apply linear regression for data analysis, based on the assumption tests that confirmed its appropriateness for this method (Schmidt & Finan, 2017).

#### **4.5.2 Cross-Functional Coordination on Performance of National NGOs in Juba**

It was crucial to confirm that the data complied with the linearity assumptions prior to doing a linear regression analysis and reaching inferential conclusions. Doing diagnostic tests was necessary for this, as Figure 4.1 illustrates, to confirm that these assumptions were satisfied.

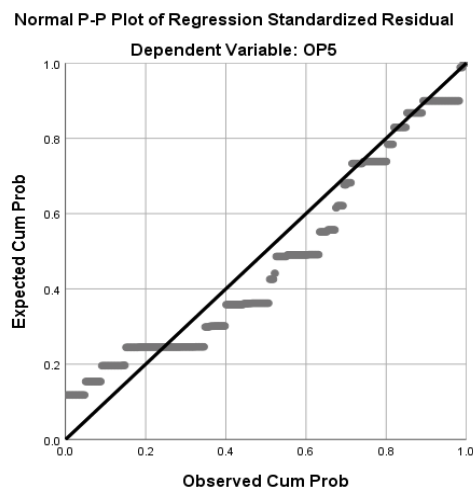
**Figure 4.1: Histogram test for Cross-Functional Coordination**



*Source: IBM Corp. (2021)*

Using histograms to assess assumptions, Figure 4.1 shows how to determine whether the data distribution is roughly symmetric or normal, with little to no skewness or distortion. The histogram displays the distribution of standardized residuals for the regression model with OP5 as the dependent variable. The residuals appear to follow an approximately normal distribution, as suggested by the bell-shaped curve, with the majority of values clustering around zero. This indicates that the model's prediction errors are symmetrically distributed, which supports the assumption of normality in regression analysis. The assumption is verified by a residual histogram with a normal distribution.

**Figure 4.2: P-P Test for Cross-Functional Coordination**



*Source: Researcher (2024)*

A P-P plot offers a thorough visual representation of the correlation between two variables. If one variable changes in proportion to a unit change in the other, the relationship is said to be linear. The P-P plot results show that the P-P plot line should generally approximate a 45-degree angle from left to right to evaluate linearity. Consequently, it can be said that the normalcy assumption is met, which is consistent with the results of the ensuing linear regression analyses. To derive conclusions about Cross-Functional Coordination and the effectiveness of National Non-Governmental Organizations in Juba, South Sudan, the study used linear regression analysis on descriptive data. The statistics that are produced are shown in Tables 4.11, 4.12, and 4.13.

**Table 4.11: ANOVA for Cross-Functional Coordination**

| Model |            | Sum of Squares | df  | Mean Square | F        | Sig.              |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1     | Regression | 266.497        | 1   | 266.497     | 2985.607 | .000 <sup>b</sup> |
|       | Residual   | 16.156         | 181 | .089        |          |                   |
|       | Total      | 282.653        | 182 |             |          |                   |

a. Dependent Variable: OP3

b. Predictors: (Constant), FC9

*Source: Researcher (2024)*

Table 4.11 demonstrates how the regression model's levels of variability, which serve as the foundation for significance tests, are used by the ANOVA (F-Statistics) to evaluate the model's overall significance. The ANOVA (F-statistic) value of 2985.607 with an related probability value of 0.000 ( $F = 2985.607, p < 0.05$ ) shows that the regression model is significant for the data. This suggests significance at the five percentile.

**Table 4.12: Model summary for Cross-Functional Coordination**

| Model | R                 | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | df1 | df2 | Sig. F Change | Durbin - Watson |
|-------|-------------------|-------------------|----------------------------|-----------------|----------|-----|-----|---------------|-----------------|
| 1     | .971 <sup>a</sup> | .943              | .29877                     | .943            | 2985.607 | 1   | 18  | .000          | .098            |

a. Predictors: (Constant), FC9

b. Dependent Variable: OP3

Source: Researcher (2024)

Table 4.12 shows that the independent variable, cross-functional coordination, accounts for 94.3% of performance variability, with the error term accounting for 5.7% (R<sup>2</sup>=0.943). Similarly, the adjusted R<sup>2</sup> value of 0.943 shows that, with the error term responsible for the remaining 5.7%, cross-functional coordination accounts for 94.3% of the variations in the performance of National Non-Governmental Organizations in Juba, South Sudan. The 94.7% fit suggests that this is a well-fitting model (Cohen, 1988)

**Table 4.13: Coefficients of Cross-Functional Coordination**

| Model        | Unstandardized Coefficients | Standardized Coefficients | t      | Sig. | 95.0% Confidence Interval for B |             | Collinearity Statistics | VIF   |
|--------------|-----------------------------|---------------------------|--------|------|---------------------------------|-------------|-------------------------|-------|
|              |                             |                           |        |      | Lower Bound                     | Upper Bound |                         |       |
| 1 (Constant) | -.304                       |                           | -3.786 | .000 | -.462                           | -.145       |                         |       |
| FC9          | 1.100                       | .971                      | 54.641 | .000 | 1.060                           | 1.139       | 1.000                   | 1.000 |

a. Dependent Variable: OP3

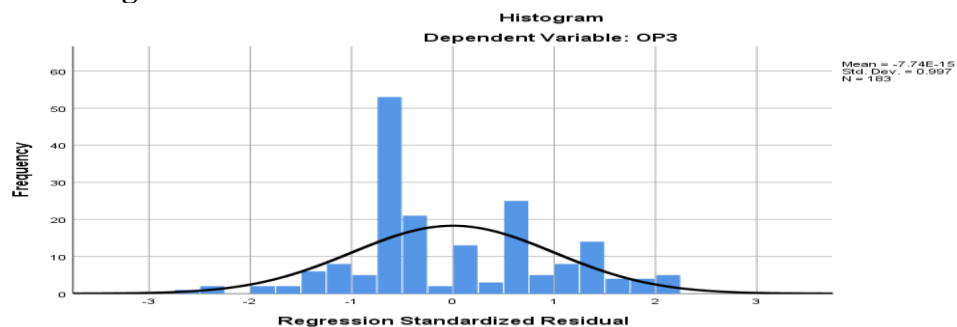
The regression coefficients and their meaning are shown in Table 4.13. The t-statistics assess each regression coefficient's statistical significance concerning the p-value, while the unassimilated coefficients show the size of changes. According to the study, cross-functional coordination had a 1.100 Pearson regression coefficient, meaning that for every unit increase in cross-functional coordination, there is an average 1.100-unit increase in the performance of National Non-Governmental Organizations (NGOs) in Juba, South Sudan. This indicates a clear and positive relationship between these NGOs' performance and cross-functional coordination.

Additionally, a t-value of 1.139 with a p-value of 0.000 was determined for the association between NGO performance in Juba and cross-functional coordination. Based on the 5% level of significance, the study concludes that cross-functional coordination majorly improves the effectiveness of non-governmental organizations in Juba, with a p-value of less than 0.05. As such, the null hypothesis—which suggested that cross-functional coordination had no discernible impact on NGO performance—was rejected. It was decided to accept the alternative hypothesis, which claims a significant effect.  $Y = -0.304 + 1.100X$  is the regression equation for predicting NGO performance based on cross-functional coordination. This demonstrates that the performance of National NGOs in Juba is considerably enhanced by cross-functional coordination ( $B = 1.100, p < 0.05$ ).

#### 4.5.3 Resource Allocation on Performance of National NGOs in Juba

Before conducting linear regression, analysis, and making inferential conclusions, it was crucial to ensure that the data satisfied the assumptions of linearity. This required performing diagnostic tests, as demonstrated in Figure 4.3, to validate these assumptions.

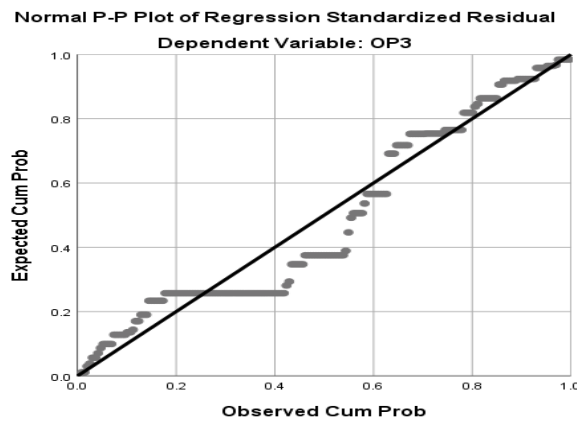
**Figure 4.3: Histogram test for resource allocation**



*Source: Researcher (2024)*

Analyzing assumptions using histograms is visualized in Figure 4.3, wherein it was ascertained whether data distribution was approximately symmetric or normal, with little to no skewness or distortion. The assumption is satisfied when the histogram of the residuals exhibits the shape of a normal distribution, as seen in Figure 4.4

**Figure 4.4: P-P Test for resource allocation**



*Source: Researcher ( 2024)*

According to Moore et al. (2013), it offers an in-depth P-P plot graphical view of the correlation between two variables. When the change in one variable is approximately proportional to the change in the other, this is recognized as a linear relationship. The P-P plot's results show that a line portraying linearity in a P-P plot should, on average, slope roughly 45 degrees from left to right. As a result, the normality assumption is met, which lends credence to the following linear regression analyses.

To draw inferences from the descriptive analysis of resource allocation and the relevance of National Non-Governmental Organizations in Juba, South Sudan, the study performed a linear regression analysis. The statistics generated are shown in Tables 4.14, 4.15, and 4.16.

**Table 4.14: ANOVA for resource allocation**

| Model        | Sum of Squares | df  | Mean Square | F        | Sig.              |
|--------------|----------------|-----|-------------|----------|-------------------|
| 1 Regression | 269.560        | 1   | 269.560     | 3726.357 | .000 <sup>b</sup> |
| Residual     | 13.093         | 181 | .072        |          |                   |
| Total        | 282.653        | 182 |             |          |                   |

a. Dependent Variable: OP3

b. Predictors: (Constant), RA9

*Source: Researcher ( 2024)*

As stated in Table 4.14, ANOVA provides a strong foundation for ANOVA (F-statistic validates the model's overall significance, demonstrating the extent of variability explained by the regression model, and for significance tests. The model's significance was verified by the ANOVA results, which show that it is significant at the 5% level with an F-statistic value of 3726.357 and a corresponding p-value of 0.000 ( $F = 3726.357, p < 0.05$ ).

The study explored the relationship between resource allocation and the performance of National Non-Governmental Organizations in Juba, South Sudan, by undertaking a linear regression analysis and drawing inferences from the descriptive analysis. The resulting statistics were detailed in Tables 4.15, 4.16, and 4.17.

**Table 4.15: Model summary for resource allocation**

| Model | R                 | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |    |     | Sig. F Change | Durbin Watson |
|-------|-------------------|-------------------|----------------------------|-----------------|-------------------|----|-----|---------------|---------------|
|       |                   |                   |                            |                 | F                 | df | df2 |               |               |
| 1     | .977 <sup>a</sup> | .954              | .26896                     | .954            | 3726.357          | 1  | 18  | .000          | .108          |

a. Predictors: (Constant), RA9

b. Dependent Variable: OP3

Source: Researcher (2024)

Table 4.15 shows that the independent variable, cross-functional coordination, accounts for 95.4% of the variation in performance, with the error term accounting for the remaining 4.6%. The  $R^2$  value of 0.954 supports this conclusion. Furthermore, the adjusted  $R^2$  value of 0.953 shows that resource allocation accounts for 95.3% of the variation in the performance of National Non-Governmental Organizations in Juba,

South Sudan, with the error term accounting for the remaining 4.7%. With an explanation rate of 94.7%, this suggests that the model fits the data quite well.

**Table 4.16: Coefficients for resource allocation**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients |      | t      | Sig. | 95.0% Confidence Interval for B |             | Collinearity Statistics |
|--------------|-----------------------------|------------|---------------------------|------|--------|------|---------------------------------|-------------|-------------------------|
|              | B                           | Std. Error | Beta                      | Std. |        |      | Lower Bound                     | Upper Bound |                         |
| 1 (Constant) | .025                        | .067       |                           |      | .373   | .709 | -.107                           | .156        |                         |
| RA9          | 1.038                       | .017       | .977                      |      | 61.044 | .000 | 1.004                           | 1.072       | 1.000                   |

a. Dependent Variable: OP3

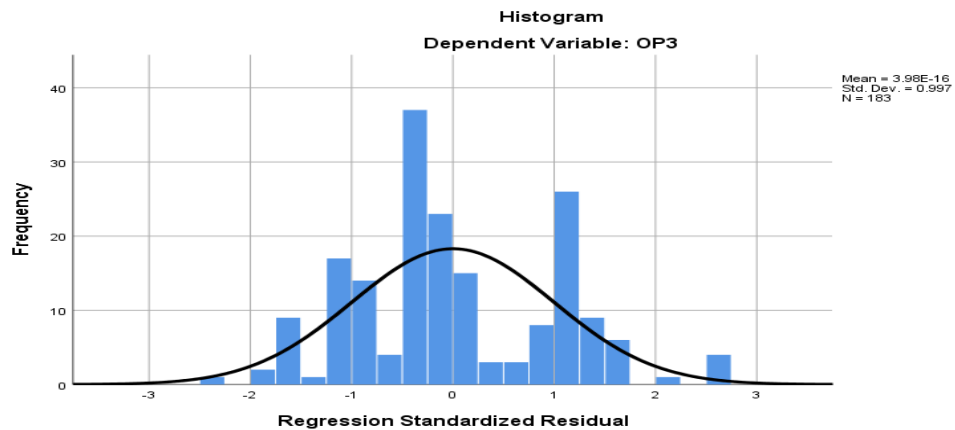
Source: Researcher (2024)

The regression coefficients are shown in Table 4.16, with an emphasis on the unstandardized coefficients that show the estimated magnitude of change and the t-statistics that are used to evaluate each regression coefficient's statistical significance in relation to the p-value. As per the results, resource allocation has a Pearson regression coefficient of 1.038. This indicates a direct positive relationship between resource allocation and NGO performance in this region, with an average increase in resource allocation of one unit corresponding to a 1.038-unit increase in the performance of National NGOs in Juba, South Sudan. Thus, the null hypothesis, which contends that resource allocation has no significant impact on NGO performance in Juba, South Sudan, was rejected, and the alternative hypothesis was accepted. (Mukayiranga et al., 2024). The regression equation for predicting the performance of National NGOs in Juba, South Sudan based on resource allocation was derived as  $Y = 0.025 + 1.038X$ . This equation implies that resource allocation has a significant positive effect on NGO performance, with a coefficient of 0.025 and a p-value less than 0.05.

#### 4.5.4 Effective Communication on Performance of National NGOs in Juba

Before performing linear regression analysis and drawing inferential conclusions, it was essential to verify that the data met the assumptions of linearity. This required conducting diagnostic tests, as illustrated in Figure 4.5, to confirm these assumptions.

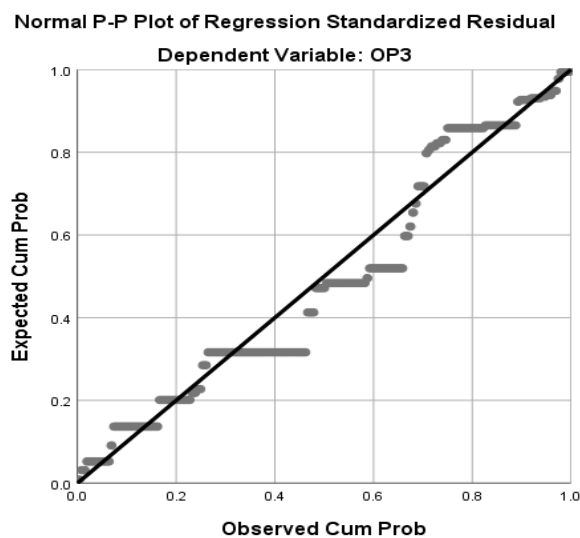
**Figure 4.5: Histogram test for communication**



*Source: Researcher (2024)*

Figure 4.6 illustrates the process of evaluating assumptions using histograms, where the goal is to determine if the data distribution is roughly normal or symmetric, free from substantial skewness or distortion. When the histogram of residuals exhibits a normal distribution shape, it indicates that the assumption is met, as shown in Figure 4.6.

**Figure 4.6: P-P Test for Effective Communication**



*Source; Researcher (2024)*

Typically, a P-P plot suggests linearity if the plot's line approximates a 45-degree angle from left to right. This criterion is met, as evidenced by the P-P plot results. Thus, the normality assumption is satisfied, justifying the use of linear regression for the subsequent analysis.

The study applied linear regression analysis to derive insights from the descriptive analysis of communication and performance among National Non-Governmental Organizations in Juba, South Sudan.

**Table 4.17: ANOVA for communication**

| Model |            | Sum of Squares | df  | Mean Square | F        | Sig.              |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1     | Regression | 274.907        | 1   | 274.907     | 6423.671 | .000 <sup>b</sup> |
|       | Residual   | 7.746          | 181 | .043        |          |                   |
|       | Total      | 282.653        | 182 |             |          |                   |

a. Dependent Variable: OP3

b. Predictors: (Constant), EC9

Source: Researcher (2024)

Table 4.17 highlights how the regression model's overall significance is assessed using the ANOVA (F-statistic). It sets the basis for significance testing and provides information about the degree of variability in the model. The significance of the regression model for the data at the 5% level is evidenced by the ANOVA (F-statistic) value of 6423.671 and the corresponding probability value of 0.000 (F = 6423.671, p < 0.05), which corroborates the findings

**Table 4.18: Model summary for communication**

| Model | R                 | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |      | Sig. F Change | Durbin - Watson |
|-------|-------------------|-------------------|----------------------------|-----------------|-------------------|------|---------------|-----------------|
|       |                   |                   |                            |                 | F                 | df   |               |                 |
| 1     | .986 <sup>a</sup> | .973              | .20687                     | .973            | 6423.67           | 1 18 | .000          | .205            |
|       |                   |                   |                            |                 |                   | 1 1  |               |                 |

a. Predictors: (Constant), EC9

b. Dependent Variable: OP3

Source: Researcher (2024)

Table 4.18 indicates an R<sup>2</sup> value of 0.973, suggesting that 97.3% of the variation in performance can be attributed to the independent variable, cross-functional coordination, with the remaining 2.7% attributable to the error term. The adjusted R<sup>2</sup> value of 0.972 reflects that 97.2% of the performance changes in National Non-Governmental Organizations in Juba, South Sudan are explained by communication, with a 2.9% variation captured by the error term.

**Table 4.19: Coefficients for effective communication**

| Model        | Unstandardized Coefficients | Standardized Coefficients | t      | Sig. | 95.0% Confidence Interval for B |             | Collinearity Statistics | Tolerance | VIF   |
|--------------|-----------------------------|---------------------------|--------|------|---------------------------------|-------------|-------------------------|-----------|-------|
|              |                             |                           |        |      | Lower Bound                     | Upper Bound |                         |           |       |
| 1 (Constant) | .192                        |                           | 3.927  | .000 | .095                            | .288        |                         |           |       |
| EC9          | .981                        | .986                      | 80.148 | .000 | .957                            | 1.006       | 1.000                   | 1.000     | 1.000 |

a. Dependent Variable: OP3

Source: Researcher (2024)

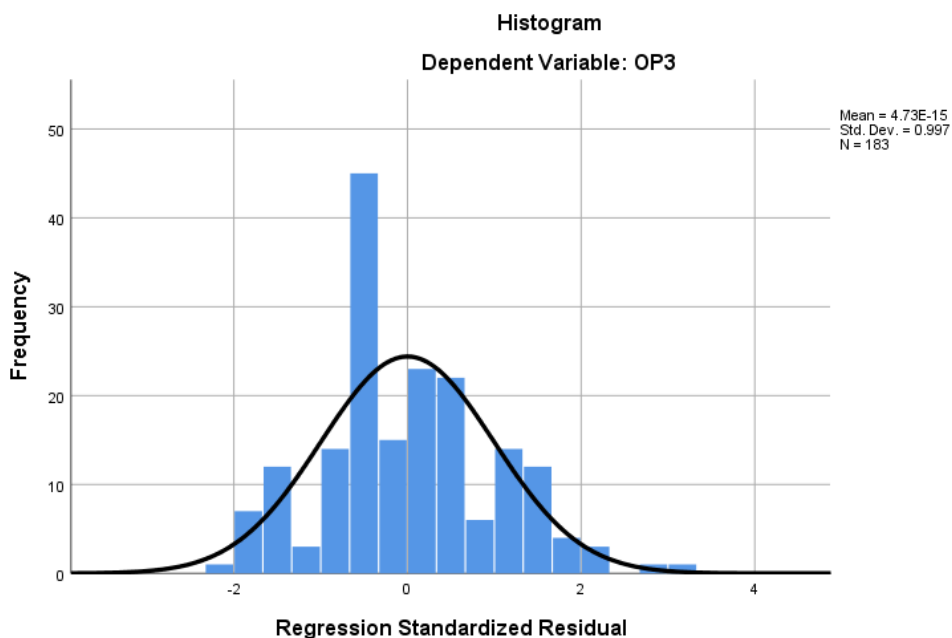
The regression coefficients and t-statistics are presented in Table 4.19. These are used to evaluate the statistical significance of each regression coefficient concerning the p-value. The magnitude of change is indicated by the unstandardized coefficients. The research suggests that for every unit increase in communication, the performance of National Non-Governmental Organizations in Juba, South Sudan, typically increases by 0.981 units, with 0.981 serving as the communication's Pearson regression coefficient. This appears to suggest that performance and communication are positively correlated (Soi et al., 2024).

Additionally, the analysis showed that there was a 0.000 p-value and a t-value of 80.148 for the performance-communication relationship. Considering that the p-value is less than 0.05 at the 5% level of significance, the study concludes that communication significantly improves the performance of National Non-Governmental Organizations in Juba, South Sudan. According to Olubodo et al. (2023), the alternative hypothesis, which suggests that communication has a significant impact on performance, rejects the null hypothesis, which claimed that communication does not affect at all on performance.

#### 4.5.5 Strategic Leadership and Performance

Before performing linear regression, analysis, and drawing inferential conclusions, it was essential to verify that the data satisfied the assumptions of linearity. This process included conducting diagnostic tests, as illustrated in Figure 4.7, to confirm these assumptions.

**Figure 4.7: Histogram test for strategic leadership**

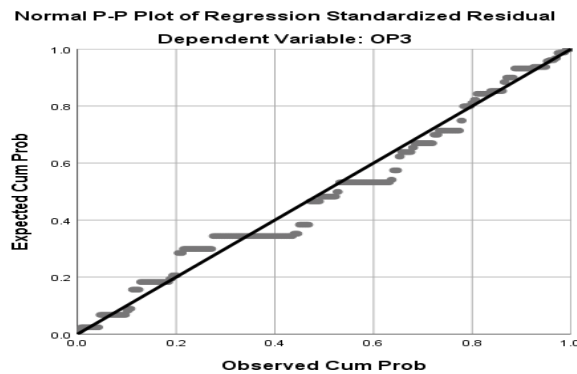


*Source: Researcher (2024)*

Figure 4.8 demonstrates the evaluation of assumptions through histograms by checking if the data distribution approximates normality or symmetry without notable skewness or

distortion. The histogram of residuals, which shows a normal distribution shape as illustrated in Figure 4.8, confirms that the assumption is met.

**Figure 4.8: P-P Test for strategic leadership**



*Source: Researcher (2024)*

According to Moore et al. (2013), highlighted a detailed P-P plot visual depiction of the relationship between two variables. When one variable increases in a way that is roughly equivalent to the change in the other variable, the relationship is said to be linear. Typically, a P-P plot should show a line that is nearly at a 45-degree angle from left to right to indicate linearity. This criterion is satisfied, as evidenced by the P-P plot results. Thus, the assumption of normality is supported, and the subsequent linear regression analyses are valid. To derive conclusions about strategic leadership and the performance of National Non-Governmental Organizations in Juba, South Sudan, the study used linear regression analysis on descriptive data. Tables 4.20, 4.21, and 4.22 provide more specific results.

**Table 4.20: ANOVA for strategic leadership**

| Model |            | Sum of Squares | df  | Mean Square | F        | Sig.              |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1     | Regression | 273.615        | 1   | 273.615     | 5479.435 | .000 <sup>b</sup> |
|       | Residual   | 9.038          | 181 | .050        |          |                   |
|       | Total      | 282.653        | 182 |             |          |                   |

a. Dependent Variable: OP3

b. Predictors: (Constant), SL9

*Source: Researcher (2024)*

Table 4.20 shows that the ANOVA (F-statistic) assesses the overall significance of the regression model by indicating the extent of variability within the model and providing a basis for significance tests. The findings reveal that the regression model is statistically significant, as evidenced by an ANOVA (F-statistic) value of 5479.435 and a corresponding p-value of 0.000 ( $F = 5479.435, p < 0.05$ ), indicating significance at the 5% level. The F-statistic measures the model's overall significance and determines whether the independent variables collectively account for variations in the dependent variable. A low p-value associated with the F-statistic indicates that the model is statistically significant and offers valuable insights into the relationships among the variables.

To conclude leadership strategy and the effectiveness of national NGOs' in Juba, South Sudan, the study used linear regression analysis. Tables 4.21, 4.22, and 4.23 provide specifics on the relevant statistics.

**Table 4.21: Model summary for strategic leadership**

| Model | R                 | Adjusted R Square | Std. Error of the Estimate |                 | Change Statistics |     |     | Sig. F Change | Durbin Watson |
|-------|-------------------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|---------------|
|       |                   |                   | the Estimate               | R Square Change | F Change          | df1 | df2 |               |               |
| 1     | .984 <sup>a</sup> | .968              | .22346                     | .968            | 5479.43           | 1   | 18  | .000          | .191          |
|       |                   |                   |                            |                 | 5                 |     | 1   |               |               |

a. Predictors: (Constant), SL9

b. Dependent Variable: OP3

*Source: Researcher (2024)*

With an R<sup>2</sup> value of 0.968 shown in Table 4.21, it can be inferred that the independent variable, cross-functional coordination, accounts for 96.8% of the variance in performance, with the error term accounting for the remaining 3.2%. Strategic leadership accounts for 96.8% of the variation in the performance of National Non-

Governmental Organizations in Juba, South Sudan, as confirmed by the adjusted R2 value of 0.968. The error term accounts for the remaining 3.2% of the variation.

**Table 4.22: Coefficients for strategic leadership**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients |           | t      | Sig. | 95.0% Confidence Interval for B |             | Collinearity Statistics |
|--------------|-----------------------------|------------|---------------------------|-----------|--------|------|---------------------------------|-------------|-------------------------|
|              | B                           | Std. Error | Beta                      | Std. Beta |        |      | Lower Bound                     | Upper Bound |                         |
| 1 (Constant) | .230                        | .052       |                           |           | 4.393  | .000 | .127                            | .334        |                         |
| SL9          | .972                        | .013       | .984                      |           | 74.023 | .000 | .946                            | .998        | 1.000                   |

a. Dependent Variable: OP3

Source: Researcher (2024)

The interpretation of each regression coefficient is based on unstandardized coefficients that show the extent of change and t-statistics that compare each regression coefficient's statistical significance to the p-value. According to the study, there is a 0.972-unit correlation between an average increase in strategic leadership and the achievement of National Non-Governmental Organizations (NGOs) in Juba, South Sudan. This denotes that strategic leadership has a Pearson regression coefficient of 0.972. This implies that the performance of these NGOs and strategic leadership are positively and significantly correlated.

Furthermore, a t-value of 74.023 with a p-value of 0.000 has been computed for the association between NGO performance in Juba, South Sudan, and strategic leadership. Based on a 5% level of significance and a p-value of less than 0.05, the research concludes that strategic leadership significantly enhances the performance of national NGOs in Juba, South Sudan. This leads to the rejection of the null hypothesis, which

contends that strategic leadership has no discernible impact on NGO performance, and acceptance of the alternative hypothesis, which claims a significant effect.

The regression equation for predicting the performance of National NGOs in Juba, South Sudan based on strategic leadership is  $Y = 0.230 + 0.972X$ . This implies that strategic leadership has a significant positive effect on NGO performance in Juba, South Sudan ( $B = 0.972, p < 0.05$ ).

#### 4.6 Multiple Regression

An analysis of the relationship between a dependent variable and two or more independent variables can be done statistically using multiple linear regressions. It expands on the ideas of basic linear regression to handle situations in which the outcome variable is influenced by several predictors. Using the values of the independent variables as a starting point, multiple linear regressions are used to create a predictive model that most accurately explains the variability in the dependent variable.

**Table 4.23: ANOVA for strategic implementation practices**

| Model |            | Sum of Squares | df  | Mean Square | F        | Sig.              |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1     | Regression | 275.173        | 4   | 68.793      | 1637.026 | .000 <sup>b</sup> |
|       | Residual   | 7.480          | 178 | .042        |          |                   |
|       | Total      | 282.653        | 182 |             |          |                   |

a. Dependent Variable: OP3

b. Predictors: (Constant), SL9, FC9, RA9, EC9

*Source: Researcher (2024)*

The overall significance of the regression model is assessed by the ANOVA (F-statistic), as Table 4.23 demonstrates. It offers insights into the model's variability and serves as the foundation for significance tests. The ANOVA F-statistic value of 1637.026 and the corresponding probability value of 0.000 ( $F = 1637.026, p < 0.05$ ) show that the regression model is significant, supporting the significance of the results at the 5% level.

**Table 4.24: Model summary for multiple regression**

| Model | R    | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change | Durbin - Watson |
|-------|------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|-----------------|
|       |      |                   |                            |                 | F Change          | df1 | df2 |               |                 |
| 1     | .987 | .974              | .20500                     | .974            | 1637.02           | 4   | 17  | .000          | .172            |
|       | a    |                   |                            |                 | 6                 |     | 8   |               |                 |

a. Predictors: (Constant), SL9, FC9, RA9, EC9

b. Dependent Variable: OP3

Source: Researcher (2024)

Table 4.24 shows that the independent variables—cross-functional coordination, resource allocation, effective communication, and strategic leadership—account for 97.4% of the variation in the performance of National NGOs in Juba, South Sudan, according to the (R<sup>2</sup>) value of 0.974. The error term is responsible for the remaining 2.6%. These same independent variables account for 97.3% of the performance variation, with the error term responsible for the remaining 2.7%, according to the adjusted (R<sup>2</sup>) value of 0.973. According to Cohen (1988), this illustrates a model with a high goodness of fit.

**Table 4.25: Coefficients for multiple regression and performance**

| Model      | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             | Collinearity Statistics |
|------------|-----------------------------|---------------------------|-------|------|---------------------------------|-------------|-------------------------|
|            |                             |                           |       |      | Lower Bound                     | Upper Bound |                         |
| (Constant) | .093                        | .067                      | 1.386 | .168 | -.040                           | .226        |                         |
| FC9        | .134                        | .072                      | 1.873 | .063 | -.007                           | .276        | .037                    |
| RA9        | .106                        | .084                      | 1.255 | .211 | -.061                           | .273        | .024                    |
| EC9        | .581                        | .174                      | 3.337 | .001 | .237                            | .925        | .005                    |
|            |                             |                           |       |      |                                 |             | Tolerance               |
|            |                             |                           |       |      |                                 |             | VIF                     |
|            |                             |                           |       |      |                                 |             |                         |

|     |      |      |      |      |     |       |      |      |        |
|-----|------|------|------|------|-----|-------|------|------|--------|
| SL9 | .186 | .143 | .188 | 1.30 | .19 | -.096 | .468 | .007 | 140.74 |
|     |      |      |      | 1    | 5   |       |      |      | 7      |

**a. Dependent Variable: OP3**

*Source: Researcher (2024)*

The above analysis, along with unassimilated coefficients that indicate the estimated size or magnitude of changes and t-statistics that compare each regression coefficient's statistical significance to its p-value. The following findings were uncovered by the research: An average unit increase in cross-functional coordination does not appear to have a significant impact on the performance of National Non-Governmental Organizations (NGOs) in Juba. An increase in units in resource allocation procedures results in an average rise of 0.106 units in NGO performance in Juba, according to the coefficient of 0.106 and p-value of 0.211. This implies a direct but insignificantly positive influence.

With a p-value less than 0.05, the coefficient value is 0.581. This demonstrates that there is a significant positive effect, with an average increase in performance of 0.581 units following a unit increase in effective communication practices. P-value > 0.05 and a coefficient of 0.186 are present.

The t-value is 1.386 and the p-value is 0.168. Because the p-value is higher than 0.05, the study concludes that strategic implementation practices have a marginally favorable impact on NGO performance in Juba. Consequently, the null hypothesis—which asserts that there is no appreciable effect of strategic implementation practices on performance—is accepted. The regression equation ( $Y = 0.093 + 0.134X_1 + 0.106X_2 + 0.581X_3 + 0.186X_4$ ) is used to predict NGO performance in Juba based on strategic implementation practices. Based on  $B = 0.093$  and  $p > 0.05$ , it can be inferred that there is a minimally positive effect of strategic implementation practices on performance. Effective communication practices have the largest impact on performance ( $B = 0.581$ ,  $p < 0.05$ ),

while strategies for strategic leadership ( $B = 0.186$ ,  $p > 0.05$ ), cross-functional coordination ( $B = 0.134$ ,  $p > 0.05$ ), and resource allocation ( $B = 0.106$ ,  $p > 0.05$ ) have the least impact.

#### 4.7 Correlation Analysis

The likelihood of obtaining a comparable correlation coefficient in the broader population from which the sample was drawn can be ascertained by evaluating a correlation coefficient that was obtained from a randomly selected sample (Bryman & Bell, 2016).

For this study to fully understand the relationships between the variables examined, correlation analysis was crucial. As a significant limitation of this study, it is imperative to remember that correlation does not imply influence or causation. The objective was to ascertain whether the research variables correlated. On a range from -1 to 1, the Pearson correlation coefficient ( $r$ ), a measure of the linear relationship between two continuous variables, was assessed. The value is 0 in the absence of a linear relationship and -1 in the presence of a perfect negative linear relationship.

**Table 4.26: Correlation analysis**

|     |                     | FC9    | RA9    | EC9    | SL9    | OP3    |
|-----|---------------------|--------|--------|--------|--------|--------|
| FC9 | Pearson Correlation | 1      | .965** | .981** | .975** | .971** |
|     | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   |
|     | N                   | 183    | 183    | 183    | 183    | 183    |
| RA9 | Pearson Correlation | .965** | 1      | .988** | .986** | .977** |
|     | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   |
|     | N                   | 183    | 183    | 183    | 183    | 183    |
| EC9 | Pearson Correlation | .981** | .988** | 1      | .996** | .986** |
|     | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   |
|     | N                   | 183    | 183    | 183    | 183    | 183    |
| SL9 | Pearson Correlation | .975** | .986** | .996** | 1      | .984** |
|     | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   |
|     | N                   | 183    | 183    | 183    | 183    | 183    |
| OP3 | Pearson Correlation | .971** | .977** | .986** | .984** | 1      |
|     | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        |
|     | N                   | 183    | 183    | 183    | 183    | 183    |

\*\* . At the 2-tailed 0.01 significance level, there is a correlation

Source: Researcher (2024)

With a p-value of less than 0.05 and a strong model fit of 96.5%, Table 4.26 demonstrated a significant correlation between cross-functional coordination practices and resource allocation practices. Effective communication and cross-functional coordination practices were also found to be significantly correlated in the study, with a p-value of less than 0.05 and a Pearson correlation of 98.1%, indicating an excellent model fit.

Furthermore, with a p-value of less than 0.05 and a high model fit of 97.5%, the study showed a strong correlation between cross-functional coordination and strategic leadership practices. Furthermore, a 97.1% solid model fit and a p-value of less than 0.05 indicated a strong correlation between cross-functional coordination and organizational performance.

## CHAPTER FIVE

### SUMMARY CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter offers recommendations based on the study, suggestions for additional research, and a summary of the study's findings.

#### 5.2 Summary of Study Findings

The Initial goal was to evaluate how national NGOs in Juba, South Sudan, performed in relation to cross-functional coordination.

Cross-functional coordination and performance were positively correlated, according to the descriptive analysis, with significant agreement on elements like comprehension and legal compliance. On the other hand, opinions about communication, governance structures, and continuous assessment varied more, indicating that these areas might need more attention and improvement. The study affirmed that cross-functional coordination significantly improves the performance of national NGOs in Juba, South Sudan, because the p-value is less than 0.05.

The allocation of resources' effectiveness on domestic NGOs in Juba, South Sudan, was the second goal. The information showed that most people had a favorable opinion of how resource allocation affected performance. While the distribution of financial resources and transparency were considered to be moderately effective, there was greater agreement regarding the allocation of human resources, particularly concerning the equitable distribution of responsibilities. Although the supportive work environment was viewed positively, opinions varied regarding the adequacy of investment in physical resources. The variation in responses, as indicated by standard deviations, reflects differing experiences and perceptions among respondents. The t-value for the

relationship between resource allocation and NGO performance was 1.038, with a p-value of 0.000. Given that the p-value is less than 0.05, the study concludes that resource allocation significantly positively impacts NGOs' performance.

The third objective was to ascertain how communication affected national NGOs' performance in Juba, South Sudan. The descriptive analysis revealed that most people had a favorable opinion of communication inside the organization, especially when it came to the tools' accessibility and clarity. However, there were areas with higher variability and lower mean scores, such as the effectiveness of face-to-face meetings and technology use, suggesting potential areas for improvement. The association between NGO performance and communication had a t-value of 80.148 and a p-value of 0.000. The study concludes that communication significantly improves NGO performance because the p-value is less than 0.05.

Assessing how strategic leadership impacted the performance of national NGOs in Juba, South Sudan, was the fourth goal. According to the descriptive analysis, participants generally have a positive perception of their leaders when it comes to encouraging teamwork, offering assistance, and assigning tasks. However, there were notable areas for improvement, particularly in conflict management and ethical behavior, where perceptions were more varied and less favorable. The high standard deviations indicate a wide range of experiences and opinions, suggesting varying leadership effectiveness across different contexts. The performance of national NGOs and strategic leadership had a t-value of 74.023 and a p-value of 0.000. Since the p-value is below 0.05, the study concludes that strategic leadership significantly positively affects national NGOs' performance.

Lastly, the study looked at how NGO performance and strategic implementation practices relate to one another. This relationship had a t-value of 1.386 and a p-value of 0.168. The

study concludes that there is no significant impact of strategic implementation practices on national NGO performance because the p-value is greater than 0.05.

### **5.3 Conclusion**

The study aimed to evaluate several organizational factors influencing the performance of national NGOs in Juba, South Sudan.

The findings clearly show that cross-functional coordination significantly enhances NGO performance, as demonstrated by a positive correlation and a p-value below 0.05. Respondents largely agreed on the importance of understanding and legal compliance, though aspects such as communication and governance structures showed more variability, highlighting areas of improvement.

In terms of resource allocation, the analysis revealed a strong positive perception of its impact on performance, especially regarding the equitable distribution of human resources. Although financial transparency and transparency received moderate responses, the overall significance was supported by a p-value of 0.000. Adequacy of investment in physical resources requires improvement.

Effective Communication was also found to be a critical factor, with most respondents expressing favorable views on clarity and access to communication tools. However, inconsistencies in face-to-face interaction and technological applications suggest the need for enhancement. Statistical evidence, including a high t-value and a p-value of 0.000, reinforces its strong influence on performance.

Strategic leadership emerged as another vital contributor to NGO effectiveness. Participants acknowledged positive leadership behaviors such as team support and delegation, although there was variability in views on conflict resolution and ethical

conduct. Despite this, the statistically significant results (p-value = 0.000) confirm that strong leadership has a substantial positive impact on performance.

Conversely, strategic implementation practices did not demonstrate a statistically significant relationship with NGO performance (p-value = 0.168), suggesting that while strategy formulation may exist, its execution lacks sufficient effectiveness or consistency to influence outcomes meaningfully.

In conclusion, the performance of national NGOs in Juba, South Sudan, is significantly and positively affected by cross-functional coordination, resource allocation, communication, and strategic leadership. However, strategic implementation practices currently do not contribute meaningfully to organizational effectiveness, indicating a critical area for development.

#### **5.4 Recommendations**

Based on the results, the study presents the following thorough examination of cross-functional coordination, resource allocation, effective communication, and strategic leadership. Based on the study's findings, several practical recommendations are proposed to strengthen organizational performance among national NGOs in Juba, South Sudan, across four key dimensions: cross-functional coordination, resource allocation, communication, and leadership.

To improve cross-functional coordination, organizations should establish a unified governance framework that integrates the objectives, policies, and procedures of different departments. This framework must be well-documented and consistently communicated across all functions to ensure alignment and shared accountability. Knowledge-sharing initiatives focusing on legal compliance benchmarks are essential to ensure all functional units are aware of their regulatory responsibilities. Developing

integrated compliance management systems will enable real-time monitoring and timely interventions to maintain adherence. In addition, forming dedicated legal advisory teams can support departments in interpreting and complying with complex regulatory environments. Regular cross-functional audits involving representatives from various units should also be conducted to evaluate compliance and enhance shared understanding. Leadership collaboration is equally critical; routine strategic planning sessions involving leaders from all functions can align governance practices with overall organizational goals. Governance training programs for employees at all levels and fostering a culture of transparent decision-making, by sharing rationales and involving diverse representatives, can further solidify an organization-wide commitment to coherent and responsible management.

In the area of resource allocation, dynamic budgeting processes should be adopted to allow financial plans to evolve in response to shifting priorities and external changes, addressing the investment in physical resources. The management should consider mapping and prioritization during project development and budgeting. Strengthen donor engagement, partnership and promote resource sharing culture across the stakeholders. Improved asset management practices and diversification of funding sources could be explored.

Effective communication is another pillar of organizational performance. Verbal communication can be improved by emphasizing clarity and conciseness, reducing the potential for miscommunication. Management should encourage regular coordination meetings, participation in thematic working groups coupled with training and workshop programs, which should focus on helping staff articulate ideas clearly and engage in active listening techniques, such as summarizing and clarifying key messages. Regarding technology applications gaps, management should consider improved internet access and

infrastructure, promote a shared digital platform, encourage use of the NGO forum to post events, funding opportunities, training calendars, and policy updates. National NGOs staff should be trained on the use of digital communication platforms such as Zoom, Teams, Google Meet, Skype, among others. Implementing these recommendations will foster a more efficient, productive, and inclusive communication environment that supports organizational cohesion and effectiveness.

Finally, leadership plays a critical role in shaping NGO performance. Leaders are encouraged to adopt a transformational leadership approach, which focuses on inspiring and motivating team members while fostering a supportive and innovation-driven work environment. Leaders must be encouraged to subscribe and promote implementation of the organization's code of conduct, institutionalize the conflict resolution policies, organize training on conflict resolution, and ethical decisions. Additionally, promote culture of dialogue as well as monitor and evaluate ethical and conflict trends.

In summary, strengthening performance among national NGOs requires a holistic approach that integrates coordinated governance, strategic resource allocation, effective communication, and dynamic leadership. Implementing these recommendations will not only improve organizational efficiency and accountability but also position NGOs to deliver greater impact in a challenging post-conflict working environment.

### **5.5 Further Research Suggestions**

The study's findings highlighted several promising future research directions that warrant further investigation. Firstly, the study concentrated on national NGOs in South Sudan, relatively under-researched settings. Secondly, there is a deficiency of comparative research examining the strategic implementation practices and performance of national NGOs in Juba compared to similar post-conflict and resource-challenged environments. Thirdly, there is limited research evaluating the effectiveness of capacity-building

programs in improving strategic implementation skills among NGO personnel in Juba. The influence and impact of stakeholder engagement, including local community leaders, government authorities, and international partners, on the strategic implementation practices of NGOs in Juba have not been sufficiently explored.

This study also contributes to the existing literature by empirically validating the applicability of the Resource-Based View, Upper Echelons Theory, and Performance Theory within the context of national NGOs operating in a fragile, post-conflict setting.

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APPENDICES

**APPENDIX ONE: LETTER OF INTRODUCTION**

Pascal O.

MBA Student, Kenyatta University

**RE: Invitation to fill out Questionnaire**

Dear Participant

I'm Pascal, and I attend Kenyatta University in Kenya as an MBA student. I am presently focusing on my proposed projects in Juba, South Sudan, with the topic of Strategic Implementation Practices on Organizational Performance of Nongovernmental Organizations. The investigation is purely theoretical and will not be used anywhere other than for intent. I am respectfully asking for your help in partaking in any way that would help me. Any information provided will be kept private and anonymous.

Thank you and best wishes.

Pascal

## **APPENDIX TWO: QUESTIONNAIRE**

This questionnaire consists of two sections. The first requires the participant to respond to a total of four questions. In the second section of the survey, participants were requested to specify their degree of agreement with each statement using a scale: 1. Strongly Disagree, 2. Disagree, 3. Neutral 4. Agree and 5. Strongly Agree. It is expected that participants will check the box next to the text that most accurately expresses their perspective. Please pick (tick) the most suitable box to answer all of the queries truthfully and completely. To the greatest extent feasible, the collected data will be handled with strict confidentiality.

### **Section A: Preliminary**

1. What role do you hold in your current organization? Please pick from multiples as selected below. Country Director  Projects Manager  Projects Officer  Other
2. How long have you served under the position chosen above? 0-3 Yrs  4-6 yrs  7 yrs and above
3. How long has your company been in operation? Below five years  6-10 Years  11-15 Years  16-20 years  above 20 yrs
4. Indicate your organization's key thematic programming area.  
Food security  Livelihoods & Nutrition  Health  Education  WASH

### **SECTION B: Cross-functional Coordination and Organizational Performance**

Below is a Likert scale questionnaire aimed at assessing cross-functional coordination within an organization, specifically focusing on legal conformity, governance conformity, and contextual conformity.

| <b>Statements</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| Our organization ensures that all cross-functional activities comply with relevant laws and regulations.  |          |          |          |          |          |
| There is a clear understanding within our organization of the legal requirements related to cross-functional coordination.                            |          |          |          |          |          |
| Our organization has mechanisms in place to address legal risks and ensure compliance across different functions.                                     |          |          |          |          |          |
| Our organization follows established governance structures and processes when coordinating activities across functions.                               |          |          |          |          |          |
| Decision-making in cross-functional initiatives is transparent and matches the entity's goals.  |          |          |          |          |          |
| Effective communication and collaboration between different departments or teams exist and good governance  |          |          |          |          |          |
| Our organization adapts cross-functional coordination approaches based on the specific context and requirements of each project or initiative.        |          |          |          |          |          |
| We consider external factors such as market conditions, industry trends, and customer needs when coordinating activities across functions.            |          |          |          |          |          |
| Our organization continuously evaluates and adjusts cross-functional coordination strategies to ensure alignment with changing business environments. |          |          |          |          |          |

### **SECTION C: Resource Allocations and Organizational Performance**

We are grateful that you took part in this study. Your input is invaluable in helping us understand how resources are allocated in [Funds allocation to department, assets, etc].

Please carefully read each statement and use the following scale to level of agreement based on the scale as guided.

| <b>Statements</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| Financial resources are allocated effectively to support our organization's goals and objectives.                           |          |          |          |          |          |
| Our organization adequately budgets and allocates funds to address critical needs and priorities.                           |          |          |          |          |          |
| There is transparency in how financial resources are allocated within our organization.                                     |          |          |          |          |          |
| Our organization effectively monitors and evaluates the use of financial resources to ensure accountability and efficiency. |          |          |          |          |          |
| Human resources are allocated appropriately to meet the demands and workload of our organization.                           |          |          |          |          |          |
| To improve workforce productivity, our organization invests in knowledge-sharing programs                                   |          |          |          |          |          |
| There is fair distribution of responsibilities and workload among employees within our organization.                        |          |          |          |          |          |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| Our organization fosters a supportive and inclusive work environment that encourages employee engagement and satisfaction. |  |  |  |  |  |
| There is sufficient investment in acquiring and maintaining physical resources to meet the needs of our organization.      |  |  |  |  |  |

**SECTION D: Effective Communication and Organizational Performance**

We appreciate your participation in this study. Your advice is really helpful to us in understanding how communication works in your entity. Kindly evaluate the following statements according to how well you believe your organization communicates.

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Verbal communication within our organization is clear and concise.   |   |   |   |   |   |
| Verbal instructions and information are conveyed effectively during meetings and discussions.  |   |   |   |   |   |
| Opportunities for verbal communication (e.g., team meetings, and one-on-one discussions) are sufficient for sharing information and addressing concerns. |   |   |   |   |   |
| Written instructions and guidelines are provided when necessary, facilitating understanding and action.  |   |   |   |   |   |
| Written communication (emails, memos, reports, etc.) effectively conveys information and instructions.   |   |   |   |   |   |
| The use of technology (such as email, messaging apps, video conferencing) facilitates effective communication in our organization.                       |   |   |   |   |   |
| Face-to-face meetings are an effective medium for communicating important information and resolving issues.  |   |   |   |   |   |
| The communication tools and platforms used in our organization are easily accessible to all employees.   |   |   |   |   |   |
| Employees have sufficient access to communication channels to reach out to colleagues, supervisors, or management when needed.                           |   |   |   |   |   |

**SECTION E: Strategic Leadership and Organizational Performance**

Based on how you see your leader's approach, please indicate how much you agree with each of the following statements.

| Statements   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| The boss leads with a style that is both effective and evident.  |   |   |   |   |   |
| Strong communication, decision-making, and problem-solving abilities are among my leader's many strengths. |   |   |   |   |   |
| Members of my team are encouraged to collaborate and work as a team by my leader.                          |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| My team's leader promotes candid feedback and open communication.                           |  |  |  |  |  |
| My team's leader assigns duties and responsibilities to members in an efficient manner.     |  |  |  |  |  |
| My leader shows compassion and understanding for the needs and worries of the team members. |  |  |  |  |  |
| My leader acts honorably and morally.   |  |  |  |  |  |

## SECTION F: Organizational Performance

Below is a Likert scale questionnaire designed to assess organizational performance in NGOs based on the factors: of employee satisfaction, knowledge and innovation, and donor attraction and sustainability.

| <b>Statement</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|--|----------|----------|----------|----------|----------|
| My workload is manageable, and I have a good work-life balance hence, satisfied with my job at the organization.   |          |          |          |          |          |
| New ideas and initiatives are welcomed and implemented within the organization thus, I believe the organization is innovative and forward-thinking.          |          |          |          |          |          |
| The organization diversifies its funding sources to ensure financial sustainability successfully by attracting donors and ensuring long-term sustainability. |          |          |          |          |          |

Thank You