

**STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF
NON-PROFIT ORGANISATIONS IN RENK COUNTY, SOUTH SUDAN**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University. No piece of this project should be reproduced without the authority of the author and/or Kenyatta University.

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DEDICATION

This research project is dedicated to my family members; Yar, Abit, Biar, Mabior and Archbishop Dr. Joseph Garang Atem who had great inspirations in my life as well as towards the research study by offering to me every required support for the duration of undertaking my research.

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OPERATIONAL DEFINITION OF TERMS

Non-Profit Organizations: These are tax exempt or charitable organisations that play a significant role in defining social issues, finding alternatives, and even attaining social goals in a multitude of fields that may or may not be covered effectively by government administrations. They operate in religious, scientific, research, or educational settings

Organizational Performance: This is a varying applied to assess the organizations level of success in attaining the goals, efficiency and effectiveness of organizations.

Performance: This focuses on how well a non-profit organisation can attain its goals, given certain resource constraints, without putting undue burden on its employees. On the other side, non-profit organizational performance involves creating values for the organization's main beneficiaries

Strategy: Strategy refers to a way of determining an organization's fundamental durable goals & implementing various courses of action and allocating the resources needed to accomplish those objectives.

Strategy Formulation: Involves technique of planning which concentrates upon business' abiding effect. It is also the method of identifying what a company is in and how to attain its goal.

Strategy Implementation: This is an activity performed according to the plans & tactics of an organization keen on functioning measures such as processes, funds & schedules. Implementation of strategy includes the operationalization at the formulation level of the set goals and objectives

Strategic Management: Involves process of formulation, implementing and evaluating strategies. Initiatives are acquired through organization's managers on behalf of stakeholders.

Strategy Evaluation: This involves monitoring execution to define operating methods and find out if they reflect the required outcomes. The phase determines in specific whether the organisation is moving in the correct direction and is capable to achieve its strategic targets.

ABBREVIATIONS AND ACRONYMS

BSC	Balance Score Card
CMD	Christian Mission Development
FP	Financial Performance
HDC	Human Development Consortium
INGOs	International Non-Governmental Organisations
IDPs	Internally Displaced Persons
MP	Market Performance
OP	Organizational Performance
MTT	Mobile Theatre Team
NPOs	Non-Profit Organizations
SPEDP	Supporting for Peace Education and Development Programme
SPSS	Social Sciences Statistical Package
UNDP	United Nations Development Programme
UNYDA	Upper Nile Youth Development Association

ABSTRACT

Non-profit organizations play a significant role in defining social issues, finding alternatives, and even attaining social goals in a multitude of fields that may or may not be covered effectively by government administrations. These non-profit organisations are in fields ranging from education, health care, disaster relief, social work, and general enhancement of human condition, have played a critical part in the country's economy in addition to social system. However, performance of these non-profit organizations has been declining over the years. These nonprofit organizations are now characterized with low donor funding, inefficiency in outreach, inefficiency in resource utilization, decrease in accountability for results and non-accomplishment of set goals and objectives. The purpose of the research therefore was to establish the effects of strategic management practices on performance of non-profit organisations in Renk County, South Sudan. The specific objectives are; establishing effect of strategy formulation, strategy implementation and strategy evaluation on performance of non-profit organisation in Renk County. Stakeholder theory, RBV and open system theory directed the study. The research was conducted by means of descriptive and explanatory research design. The study population constituted of 76 respondents from 19 nonprofit organisations. The researcher was able to get a sample size of 38 interviewees. Data collected using semi-structured questionnaires administered by the researcher in person. The questionnaire was piloted among 10 managers to determine both content and construct validity and to establish whether the questions measured the expected theorized variables. The study addressed reliability using the Cronbach Alpha statistical test. The cutoff point of the reliability test was 0.7. Manifold regressions helped to fix relationship, type & extent in respect to relationship between variables. The study concludes that strategy formulation influences positively on the performance of nonprofit organisations. This implies that proper attention needs to be put on better understanding of strategy formulation through training of all employees and stakeholders in the organization. Findings indicated the availability of a significant effect of strategy formulation on organizational performance; strategy implementation recorded a significant positive effect on performance of nonprofit organisations in Renk County, South Sudan. The findings on strategy evaluation too signified the considerable optimistic effects of strategy evaluation on organizational performance. According to the results, it is evident that strategy evaluation had the greatest control over performance of non-profit organizations. The study recommended that management of nonprofit organisations should cultivate relationships with their stakeholders that encourage them to achieve desired results. This can be accomplished by changing mindsets, make-ups & traditions, giving attentiveness to shareholders interests so as to gain assistance & backing from them for strategy implementation. It is recommended that top-level managers of nonprofit organisations or even other related organisations must pursue additional idea from the lower-level managers. Finally, the research reveals that the administration of nonprofit organisations should provide frontline managers with chances for training and development in organizational performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Performance centers on how well an organization can attain its goals, given certain resource constraints, without putting undue burden on its employees. On the other side, non-profit organizational performance involves creating values for the organization's main beneficiaries (Alisa, 2017). Strategy is described as determining a firm's fundamental longstanding objectives and implementing various courses of action and assigning the capitals needed towards accomplish those objectives. Strategies are essential for organizations as they guide top management in setting direction, focusing efforts, defining or clarifying the organisation, and providing environmental reaction consistency or guidelines (Nutt and Backoff, 2004).

Hesterly & Barnelygh (2008) proposed that a successful strategy is one that effectively creates a competitive advantage that distinguishes an organisation from its rivals by providing it a precious, valuable and difficult to imitate resources. (Porter 1998) aptly says in the competitive benefit of countries that competitive benefit is at the core of placement

Strategic management practice has become a topic of concern as an efficient instrument to enhance the efficiency of a non-profit organization. While tactic managing had been mostly applied inward isolated area since the idea was first created, it enhanced interest in using strategic management in non-profit organizations over the past decade (Smith, 2008).

Over the past decade, the amount of non-profit organizations has continuously risen. The third industry is large and varied around the world, and nowadays there are various kinds of non-profit organisations extending as of locality besides communal organisations without resources and limited staff to thousands of staff with multibillion dollar foundations, colleges and healthcare complexes (Hall 2011). The charitable sector had persistent towards development but offering analytical societal facilities in addition to extra support acts (Baroch and Ramalho 2006), which are non-profit organisations around the globe that respond to government requirements that neither governments nor companies can meet (McHargie, 2003).

Appropriate strategy managing allow the organisation to prevent a discrepancy with the setting, provide a connection linking an organisation with the surroundings, and must be compatible with objectives, values, internal environment, resources, organisational structures and systems (Ansoff and McDonnell, 2004). Strategy is the core of strategic leadership, according to (Hussey 2001), because it helps the organisation formulate and execute multiple duties to stay viable in a turbulent setting. The managerial strategy defines its distinctive picture, gives its objective and direction for its operations and for individuals within and outside the organisation.

Using strategic management procedures allows companies to describe their plans that deliver their operations with a key dedication and way for individuals working within the company and frequently to the exterior globe. Strategic planning and execution allows companies to adapt to external pressure circumstances induced by environmental modifications. Other than responding to it, companies can and often do generate their environment. Strategic planning and leadership assists companies in

developing competitive policies (Johnson & Scholes, 2008). Companies conduct an assessment of their setting, their sector and rivals in creating strategy and assess in what way they can beat their rivals.

Various reasons for why strategic management practice is of excellent significance to non-profit organizations have been developed. Thus the development, articulation and support of the organisation and its mission give it a feeling of purpose, direction and concentrate; it allows an organisation to adapt under circumstances of stress or crisis externally enforced. The procedures help the non-profit organizations make choices about future possibilities and threats. It also stimulates the creation of suitable efforts that serve as powerful people motivators and enhances an organization's interaction, coordination and involvement (Grundy, 2008).

1.1.1 Strategic Management Practices

Strategic Management is a collection of certain choices or activities that lead to the development of structures of plans to attain the goals and objectives (Pearce & Robinson, 2007). (Bakar et al. 2011) describe strategic management as decision-making and take corrective action to attain the lasting objectives of an organization. Strategic management practices include formulating strategies, implementing strategies, evaluating strategies and monitoring them.

Strategy Formulation involves the process of planning that emphasis on the firm's durable effect. A strategy formulation, in (Nyamwanza's 2016) words, is the method of identifying what a company is in and how to achieve its objectives. Organizational strategy formulation includes the method of creating the company's mission, vision and objective statement. The mission statement focuses on providing a distinctive

objective and scope of activities to an organisation. A mission statement is essential, according to (Forbes and Seena 2006), as it motivates staff to foster employee engagement and guide decision-making.

Implementation of the strategy includes the operationalization at the formulation level amongst set goals and objectives. This is the most significant component of a company's strategy management process. Hunger and Wheelan (2006) defined execution of the strategy as operational planning critical to determining a business' success. It becomes meaningless although with the most effective approach without its operationalization and adds no value to the achievement of the organisation. As (Kazmi 2008) points out, application of strategies should not be regarded as a separate strategy implementation mechanism and achievement depends on a number of variables including management, organizational resources, organizational culture (Magaisa, Matipira and Kanhai, 2014).

Strategy evaluation and control is about monitoring execution to define operating methods and find out if they reflect the required outcomes (Kutllovci and Shala, 2013). The phase determines in specific even though an organization is going as required and is able to achieve its strategic aspirations.

1.1.2 Organizational Performance

Organizational performance in strategic management studies is clearly a key problem. In terms of corporate strategy, several writers evaluated the performance organization (Chenhall et al., 2007) described organizational performance such as adaptable recycled for evaluating the organizations degree of success in attaining the goals of organizations in attaining their targets.

The indicators discussed used to evaluate organizational efficiency are highly relevant to organizations whose goal is profit making. Since this research deals with non-profit organizations, performances were evaluated by the following indicators; increasing donor financing, improving service delivery effectiveness, improving resource usage effectiveness, achieving set targets, purposes, also increasing outcomes responsibility.

1.1.3 Non-Profit Organisations in Renk County, South Sudan

Renk is Northern Upper Nile State Headquarters, bordering the northeastern Republic of Sudan. It is situated in South Sudan's Renk County. Renk county hosts a majority of South Sudanese and Sudanese people (Indigenous, Internally Displaced Persons (IDPs) and Refugees) because of its strategic location. This draws numerous local and international organizations.

Nonprofit Organizations (NPOs) act as a key function in the global economy & social system in fields ranging from education, health care, disaster relief, social work, and general human condition enhancement (Brody, 2011). NPO survivors are generally extremely dependent on public donations, companies, corporations, foundations, institutions, people, charges and loans (Corbett, 2006).

In South Sudan, the non-profit sector includes a very varied grouping of organisations, ranging from small-scale welfare and community-based or localized traditional welfare associations to big and secular social-economic organisations engaged in providing community-based public services. They are in every village and every human effort. In terms of spending and amount of individuals they hire, some of the organizations are quite big. Others are quite tiny, with the same terms again.

However, the majority are actively involved in promoting beneficial change in society (Conolly, 2009).

Nonprofitmaking organisation usually needs the fiscal elasticity of a commercial enterprise, because it relies on resource providers who do not engage in an exchange transaction. The resources are being used to provide goods or services to a client who is not the original resource provider. Examples of non-profit organisations in Renk includes local and International NGOs; local nonprofit organizations are; Supporting for Peace Education and Development Programme (SPEDP), Upper Nile Youth Development Association (UNYDA), Sido, Renk Development and Relief Agency, Dawa Islamic, Human Development Consortium (HDC), Hands-to-Hands, Mobile Theatre Team (MTT), Christian Mission Development (CMD) and international organizations are; Jesuit Refugees Services, Five Talents, World Concern, ACTED International, International Medical Assistant, World Vision, Medair international, Catholic Relief Services and World Food Programme Organizations among others.

1.2 Statement of the Problem

Nonprofit organizations have been facing performance challenges such as lack of funding. A study by (Mabior 2018) on funding in NPOs in the Republic of South Sudan revealed that 77% of nonprofit organisations lacked sufficient funding from their donors hence deteriorating performance. There are a number of these non-profit organizations in South Sudan that have helped local people, internally displaced people and refugees. These non-profit organisations, in fields ranging from schooling, health care, disaster relief, social work, and general enhancement of human condition, have played a significant function in the nation's financial prudence and social system.

The challenges of organizational performance have been viewed in the same place of critical component in managing organizations and evaluating process outcomes in recent decades. Currently, organizations with a high level of performance have paid much attention in developing strategic management practices and the idea seems premature like definite essential in nearly each and every human spheres of activity. In the arena of organization, the slogan today is incisive: you get what you think strategically and you can't really manage a project unless you make a strategy planning about it. Subsequently, company must establish its presentation for the purpose of sound business decisions and, ultimately, to bring its goal, vision, and strategy to life, (Hacimi, 2017).

Nonetheless, the output of these non-profit organizations has been declining over the previous five years (Ministry of Justice, Relief and Rehabilitation Commission, 2018). These nonprofit organisations are now characterized with absence of project, organisational and financial sustainability making them have difficulties in providing services to the targeted locals who need their services. Inefficient use of resources is also a challenge faced by South Sudan's non-profit organizations. Some of the organizations do not use the funds the way they should be used. The resources are used for other private advantages, resulting in an absence of facilities for targeted individuals (UN Report, 2018). Another challenge faced by South Sudan's non-profit organizations is service delivery inefficiency. According to (UNDP 2018), South Sudan's non-profit organizations are facing barriers to delivering assistance to help the thousands who are stricken. The services do not reach the intended people on the correct moment and with the exact amount leading to death of people. Poor or disorganized networking is another significant performance issue facing non-profit organisations in South Sudan as it creates duplicated attempts, time inefficiencies,

conflicting strategies and an inability to learn from experience. The more non-profit organizations interact with each other, with International Non-Governmental Organisations (INGOs) and with the community the more efficient they can all be. However, many nonprofit organisations regard others as competitors that hinder their goals, objectives and missions (Devex, 2017).

Empirical evidence demonstrates that strategic planning and placement of employees mean better managerial performing. The purpose of this study is to articulate the progress that has been made in understanding strategic management practices and organizational performance, and to advise how the theory concerning Strategic Management Practices and Organizational Performance may be advanced (Freeman, Wicks, et.al, 2004). The researcher acknowledge the existing limitations of resource based theory, stakeholder theory or open system theory and suggest an alternative research approach, (Lawrence and Norhia 2002).

Mayom (2018) studied on performance of commercial banks in Juba, South Sudan. Nevertheless, many research had been conducted concerning strategic management practices, very few have focused on performance of nonprofit organisations.

1.3 Research Objective

The study was guided by general and specific objectives in order to establish the effect of strategic management practices on performance of non-profit organizations in Renk County, South Sudan

1.3.1 General Objective

The general objective of this research is to establish the effect of strategic management practices on performance of non-profit organisations in Renk County, Republic of South Sudan.

1.3.2 Research Objectives

The investigation sought to address the following specific objectives;

- (i) To establish the effect of strategy formulation on performance of non-profit organisations in Renk county, South Sudan.
- (ii) To determine the effect of strategy implementation on performance of non-profit organisations in Renk county, South Sudan.
- (iii) To assess the effect of strategy evaluation on performance of non-profit organisation in Renk county.

1.4 Research Questions

The study was guided by the following questions;

- (i) What is the effect of strategy formulation on performance of non-profit organisations in Renk County, South Sudan?
- (ii) What is the effect of strategy implementation on performance of non-profit organisations in Renk County, South Sudan?
- (iii) What is the effect of strategy evaluation on the performance of non-profit organisations in Renk County?

1.5 Significance of the Study

The results of this study will be helpful to many shareholders of nonprofit organizations. First of all, NPOs in South Sudan will find this research helpful in

informing their executives to apply strategic management methods in their organization leadership to ensure that these non-profit organizations develop and become sustainable. Second, policymakers will find this research beneficial as it will act as a guide to setting the best strategies to impact strategic management practices so that non-profit organizations in South Sudan can grow and survive. This research will provide empirical evidence for academics and future researchers on the use of non-profit organizations ' strategic leadership methods in a setting where organizations need to create profits to develop and survive.

1.6 Scope of the Study

This study covered nineteen non-profit organisations operating in Renk County, South Sudan. This research dealt with Strategic Management Practices and Performance of Nonprofit Organizations. The research took place in Renk County. The target respondents were the managers of nonprofit organizations. The independent and dependent variables of the research were strategy formulation, implementation & evaluation. The research was carried out over an interval of six months. Data was gathered during the month of March, in the year 2021.

1.7 limitation of the Study

The study faced numerous constrictions. To begin with non-response, some of the employees of non-profit organizations did not cooperate fully. By explaining the reason for the research to the participants, the researcher overcame this challenge. Another limitation was the fear of leakage to other organizations of data supplied. This was overcome by ensuring the respondents the privacy of their data. The participants were too busy doing their job and some hesitated to provide data. Through periodic follow-ups, this was decreased. The researcher had the institution's

letter. Finally, the research was restricted to non-profit organizations in Renk Town, so it was expected that the result would not provide a conclusive image of all the country's non-profit organizations. This was however tackled using suitable sampling and instrumentation methods.

1.8 Organization of the Study

The work was alienated into five sections; chapter one includes background of the study, problem statement, research objectives, research questions, significance of the study, scope of the study as well as limitations of the study. Chapter two includes review of literature theories, empirical review of literature, literature review summary, study gap and conceptual framework. Chapter three encompasses research design, study population, sample and sampling designs, data collection, research instrument includes research reliability and validity, analysis of data and presentation of data, and ultimately ethical issues. Chapter four illuminates data analysis & discussions. Chapter five put forward summary, conclusions and recommendations of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical literature review and Empirical literature. It specifically presents a review of theories that are related to the study including resource based view, stakeholder theory, scorecard and open system theory. It also focuses on past researches that are related to the variables of this study. In addition, the chapter presents summary of the reviewed literature and research gaps as well as the conceptual framework.

2.2 Theoretical Literature Review

This part of the study examines various theories used to inform the research concerning effect of strategic management practices on performance of organisations. The research is directed by the subsequent model; resource based theory, stakeholder theory, open system theory & balanced scorecard model.

2.2.1 Resource Based Theory

Penrose founded Resource Based Theory in (1959). The Resource Based Theory calls attention to the assets of the organization as key elements of competitive advantage & efficiency. Furthermore, two assumptions are taken into consideration when investigating performance benefits (Barney, 2003). Foremost, this theory believes that companies in the sector can be dissimilar in terms of the resource set they regulate. Secondly, it assumes that the heterogeneity of funds used to execute the policies of companies is flawlessly movable through companies; part of the assets incapable of being transacted on considerable exchanges & are hard to collect & replicate.

In addition, a strong resource, as stated by Barney (1991), must be important, rare, difficult to imitate and cannot easily be substituted in order to provide continuous viable improvement. Peteraf introduces four circumstances underlying continuous competitive advantage in her article of 1993 high-class resources (heterogeneity within a sector), actual results rather than forecast “after the facts” restrictions on competition, imperfect mobility of resources, and forecast rather than actual results “wants of people” restrictions on competition. Peteraf and Barney (2003) create it is perfect that the frameworks of Barney (1991) and Peteraf (1993) are compatible once certain conditions are clearly established. Among other things, the RBT has created very interesting contributions in imitating the ideas of isolating mechanisms, moment density diseases, asset form competences and fundamental vagueness (Dierickx and Cool, 1989).

The resource perspective copes with the internal resources and capabilities of the company, is CA's best source over various companies. It applies a set of guidelines to determine which of these assets speaks to attributes or weaknesses which assets generate core CA skills Pearce, (2008). This guideline derive after the likelihood that funds are more important when they are; fundamental to satisfy the need of a client higher than that of competitors; accordingly, they are rarely difficult to locate, or without replacements, or difficult to imitate; therefore, all advantages are retained by the organization; and when they are powerful or viable after a while.

A strategy approach with this perspective then seeks to identify or create unique talents and assets, spreading these resources to generate greater worth. To the extent that these abilities can be kept unexpected which can be used by the corporation to

create a better part (Munge, 2014). A company's resources and capacities are the key factors in preparing its planning: they are the main factors whereby a company can create its uniqueness and build its approach for the organization. The secret behind RB strategy formulation perspective is to understand processes from where competitive advantage can be maintained over time. This involves designing strategies that exploit the distinctive features of the firm to the maximum impact (Grant, 2011).

This theory is important for the research to know whether the non-profit organization has distinctive resources and capacities that give it an advantage in applying policies in a way that favorably affects efficiency.

2.2.2 Stakeholder Theory

Stakeholder model directed the administration of organizations when conducting company by discussing ethical procedures, (Donaldson, 1995). The theory of stakeholders assumes that ethics is an important component of doing company. Two issues are asked in the theory. First, what is the company's task and second, what is the manager's obligation to stakeholders? The first issue tells executives about the necessity to instill a prudence value and perceptions into shareholders' needs. Nonetheless, the following issue encourages executives to perform company's activities with a main effort on the interactions they need to build with their stakeholders in order to attain their required goals effectively (Freeman, 2004). Therefore, organization's leaders have a lot of work to do in building collaborations among the stakeholders to do their utmost to achieve wanted output. Stakeholders' theory offers perspectives in addition to insight into the category of business's relationships with its investors (Mansell 2013).

(Blattberg 2004) criticizes the stakeholder theory's hypothesis that it is easy to balance the different stakeholder requirements against each other. Managers are required to execute organizational policies through procedures that not only fulfill the interests of shareholders, but also those of other organizations such as staff, vendors, and clients, etc. that are also part of the project process. Mapping stakeholders will allow executives to brand name various partakers besides demands & incorporate this expertise keen on the continuous development venture. The interested party strategy emphasizes the significance of ongoing company environment management, interactions and promotes mutual interests

Participation of stakeholders in the execution of the policy can ensure superior efficiency. The stakeholders' theory is necessary when coming to leading executives to identify participants in addition to their requirements besides how to integrate them into the process of strategic management to achieve continuing efficiency of the organisation (Scott 2011). In the face of continuous uncertainty, project directors are accountable for keeping powerful stakeholder relationships to accomplish the scheduled goals and minimize potential external environment hazards.

This theory was relevant to the research because it was essential to understand how non-profit organizations need to involve stakeholders in order to have a successful approach that will produce results.

The criticism of stakeholder theory is that answerability to various different companies results to accountability to no one. It generates a condition whereby any management strategic plan can be justified by reference to one stakeholder or another (Oliver Pereira, 2007).

2.2.3 Open System Theory

Open systems model mainly enlarged by (Bertalanfy, 1983). An open system theory is merely a notion, according to Baestedo (2004), which demonstrates how organisations are heavily forced by the setting in which they are. An environment is made up of other companies deploying different forces from financial, political, or social stress. Also, key resources are obtained from the setting that can support the organisation and contribute to change and survival.

Modern theories assist organisation to use the viewpoint of open systems. There are different systems that are open. An excellent instance is Baestedo (2004) who argues that eventuality truth-seekers argued that most organisations planned in a strategic manner. On the other hand, institutional theorists viewed organisations as a manner of lodging societal values and their beliefs within the organisational makeup & transmitting them in organisational transformation. For resource dependence theoreticians, they see organisations as having been decreed by resource suppliers to adapt to the surrounding setting. Most theories share the same view that the survival of organization rest on the connection between itself and the environment.

The theory of open systems changes the way we comprehend organisations. Organizations are not autonomous from their surroundings. That's the big reason and the need to change the organisation. Dill (1958) recognized four environmental variables appropriate to the setting and accomplishment of organizational goals, including clients, labor providers, equipment, capital, regulatory organization, and market and resource rivals. This implies that an organisation must depend on its setting if it is to stay competitive and attain its objectives. Organization relies on the

setting, according to Brown (1977), to obtain inputs that are converted and provided as output to benefit the environment.

This theory is important to the research in that the performance of Renk County's non-profit organizations depends on the state's political will and also on the Renk people's social-cultural activities. This will allow non-profit organizations to adapt their approaches to the evolving setting.

However, this theory faced many criticisms, open system view the durable propensity towards thinking by correlation that generate misunderstanding and blunders.

2.2.4 Balance Score card Model

Balance score card was relevant to the research because it helped the managers of the nonprofit organisations to achieve their organisations objective. The balanced scorecard is a management system aimed at translating an organization's strategic goals into a set of organizational performance objectives that, in turn, are measured, monitored and changed if necessary to ensure that an organization's strategic goals are met. A key premise of the balanced scorecard approach is that the financial accounting metrics companies traditionally follow to monitor their strategic goals are insufficient to keep companies on track. Financial results shed light on what has happened in the past, not on where the business is or should be headed. The balanced scorecard system aims to provide a more comprehensive view to stakeholders by complementing financial measures with additional metrics that gauge performance in areas such as customer satisfaction and product innovation.

The balanced scorecard approach to management gained popularity worldwide following the release of text by (Kaplan and Norton, 1996). The Balanced Scorecard:

Translating Strategy into Action. Kaplan subsequently published another book on the subject, called *The Balanced Scorecard: You Can't Drive a Car Solely Relying on a Rear View Mirror*. A brief by (Bain & Company 2013), lists the balanced scorecard as the fifth most used strategic management tool globally.

2.3 Empirical Literature Review

The researcher used empirical literature review to establish the effect of strategic management practices on the performance of nonprofit organizations in Renk County, South Sudan.

2.3.1 Strategy Formulation & Performance

According to Meier, strategy formulation of Walker (2010) remains a guide for managers in identifying their companies, the conclusions they are looking for, and the resources they will use to achieve their results. Organizations therefore formulate strategy by first identifying their organizations mission.

Emeka (2015) looked at the impact relating to strategy formulation on organisational performance. Survey study has been implemented by the investigator. The research indicated that a well-designed and developed approach that matches suitable structure improves organizational efficiency and, second, interactive as well as logical confrontation to strategic modifications makes preparation futile. The researcher found out that the upper level of management should take greater accountability in decreasing uncertainty in developing operations for the organization through strategy formulation.

The researcher assessed the work of (Kaplan and Norton 2000) who, using a consortium of production firms in the three senatorial counties in Anambra State

conducted work concerning supremacy about formulations & organisational working on same subject. These work's goals tallied with the goals one and two of the researcher; to select their companies they used the descriptive survey design and cluster sampling. And they tested their three hypotheses using the chi-square technique. That the research was performed in the state of Anambra using clustered companies for the study gave this researcher the gap to fill because this research was performed in the state of Enugu using a well-known manufacturing business with two distinct statistical instruments to test the assumption. The strategic measures they reviewed ranged from efficient legislation to good macroeconomic conditions. They argued that these policies would not support the capital market's effectiveness, the organization's growth and development, but general economic indices promotion.

Reiner (2013) studies evaluated the autonomous effects on organizational performance of strategy formulation and policy content. The factors of implementation included rational planning, lack of logical instrumentalism and the lack of strategic processes, and the factors of strategic material are seeking, caring then responding. The model was verified on 47 service departments in Welsh local government, which also regulates past performance and service spending. Numerical outcomes showed that logical growth and lack of strategy have adverse effects on performing whilst prospecting and defending strategies likely to lead to greater levels of organizational performance.

Izad (2012) investigated the relationship linking the formulation of policies & the enactment of corporations in high-tech SMEs in the United Kingdom. With the undertaking of further empirical research, a positive approach was taken to promote current understanding and theory. In order to gather figures and response to research

questions a deductive strategy applied. A postal survey was carried out to target a distributed population. The results indicated that a well-organized strategy formulation model derives from the use of conservational skimming instruments, the creation and tracking of mission statement content, the creation of an appropriate competitive strategy, and an employee attitude towards strategy formulation by SMEs. The research found that the variables connected with efficient policy making influence the performance of high-tech SMEs and that director would remain capable of boosting functioning state of their high-tech through the development of an efficient policy by using the results in this research.

Owich (2017) discovered the consequences of strategic management processes on the organizational performance of Nairobi Securities Exchange (NSE) listed firms. The paper was based on philosophy & explanatory study design established on positivism. The research used stratified sampling method with confidence in housing estate investment, telecommunications and technology, manufacturing and related services, investment services, investment, insurance, electricity and oil, construction and related industries, business and services, banking, automobiles and accessories, and strata-forming agricultural industries. The research discovered after analyzing the information that the performance of the organization was favorably and substantially linked with the implementation of the approach. The research found that the planned managing process, in particular the designing of strategies, definitely and meaningfully affected the organizational performance of the NSE-listed firms. The research suggested that suitable steps to guarantee efficient strategic formulation should be placed in place to accomplish organisation's vision and subsequently improve efficiency of businesses.

2.3.2 Strategy Implementation and Performance

Mwanthi (2018) have done a study that link strategy implementation with performance of organizational in Kenyan universities. The article attempted to determine whether leadership in organisations, participation of employee and allocation of resources in Kenyan universities had advantageous waves on the execution of the strategy. The research also attempted to determine whether Kenyan universities were effectively implementing their strategic plans and how this affected the efficiency of the organization. Ten universities (5 public and 5 private colleges) performed the research.

Sitienei, and Kipkorir (2017) made research on approach application and accomplishment of non profitmaking organisations in Kericho. The goals remained to explore the impact of capital distribution, personnel engagement role, reward system impact, working procedures impact, and performance communication role. The results stated that strategic operationalization through resource distribution (cash allocation, appropriate employees and participation of employees to implement fresh approaches) and operational processes (training of employees, policies, guidelines to guarantee compliance with the policy of the organization, processes, management ability, tactical leadership of top management) influence efficiency to variable concentrations, strategy establishment through messages and remuneration scheme (clear goals and goals, strategy direction, obviously communicated strategy, performance identification scheme and rewards system related to fresh strategy have a different impact on performance.

Rajasekar (2014) made study to examine the elements altering effective strategy implementation. Taking into account the greater failure rates in strategic execution,

managers have provided more attention to applying the strategy. Several reasons for the inability to implement strategy were commonly provided. While this study area attracted major study attentions and subsequently added quality theories and models in the Western globe, this subject did not attract much attention in the Middle East region. This study was therefore explored the procedures of execution of the strategy followed in the Sultanate of Oman in a service industry. Seven factors influencing the implementation strategy were suggested in the research. The findings showed that management is by far the most significant factor affecting the service sector's effective implementation strategy.

The investigator applied the research design of case study. The findings showed that the strategic execution and performance at DTB had a favorable connection. The findings stated that: participants from different bank levels had a distinctive knowledge of the execution process; execution variables could become obstacles that weaken the execution process; these obstacles can be overcome if managers discern the current circumstances of the bank (Mathore, 2016).

Kihara (2016) studied impact about implementation strategy on the manufacturing of enterprises. The findings offered numerical proof for the execution of the approach plus the functioning of industrial SMEs had a favorable and substantial impact. In particular, five drivers were tested and among them four were positive and one of them turned out to be negative in this research were discovered to have an important and positive impact on manufacturing SME efficiency. These drivers were the SME firm's embraced styles of management, structural adaptations, human resources and technology. It was discovered that the company's emphasis on strategic direction was

statistically insignificant. The research also observed that the company's stage and magnitude do not require an important impression on the relationship between SMEs' execution of policy and results in Kenya. This research suggested that manufacturing Small and Medium Enterprises create more and more capacity and management abilities by embracing more of the characteristics of transformation management, maintaining flexible structures that are well aligned with their objectives, maintaining a correct equilibrium between planning and HRs, and paying close attention to their technology needs.

2.3.3 Strategy Evaluation & Performance

Brinkerhoff & Dressler (2018) investigated using strategy evaluation to build performance of an organization, learning proficiency, a scheme and a technique. The research noted that organisations need to accomplish the best possible training and enhancement in results more than ever. Currently competitive situation needs a competent staff that can not only learn swiftly, such that he/she can turn fresh learning quickly and consistently into improved person, group of workers and organizational functioning. Thoughtful, effective, constructive assessments are at the core of continuous improvement and are essential to unlock the desperately required learning ability to improve efficiency.

Descriptive study technique remained in the study. For this research, the populace consisted of all Center Star Company personnel members divide into departments; management, events and transaction & advertising. The findings showed that CSC's strategic assessment facilitates organisational direction, guarantees compliance with organisational vision, streamlines activities to particular goals, corrects strategic directions and creates common tactics and purposes. The research suggested that

strategies for improved results would be strategic for the organisation to be fully well-matched with the general strategy direction of the organisation. The research also called for strategies to be re-evaluated and aligned with the general organisational objectives. The study still called for improving strategies for assessment.

2.4 Summary of Previous Studies & Knowledge Gaps

Table 2.1: Summary of Previous Studies and Knowledge Gaps

Researcher	Title	Objective	Findings	Research gaps	Focus of current study
Emeka, Ejim and Ozobu (2015)	Strategy Formulation and Organizational Performance,	To discover level of the fitting together among strategic formulation & organisation's construction & what's more to judge the impact of strategic formulation on employee behaviors.	The research indicated that a well-designed and developed approach that matches suitable structure improves organizational efficiency and, second, the interactive and methodical challenge to strategic modifications makes formulation ineffective	The study focused on manufacturing business which is different from the existing study which will focus on non- profit organisations. `	Strategic Management Practices and Performance of Non-profit Organisations
Kaplan and	Strategy	Assess the impact of	The study found out that	This study used cluster	Strategic

Norton (2000)	formulations and Organizational Performance.	strategic formulations on organisational performance amongst production companies within three senatorial counties in Anambra State	the policies reviewed would not support the capital market's effectiveness, the organization's growth and development, but general economic indices promotion.	sampling in selecting the companies while the present study will use census sampling in selecting all the nonprofit organisations in Renk county, South Sudan.	Management Practices & performance of non-profit organizations
Izad (2012)	Formulation of strategies and the performance of companies	To probe union flanked by the formulation of strategies & the performing of companies in high-tech SMEs in the United Kingdom.	The results shown efficient Strategy Formulation std derives as of the use of environment skimming instruments, the creation & tracking of mission statement content, the creation of an appropriate	This research was carried out using a postal survey to target a distributed population while the present study the researcher will issue questionnaire for respondents.	Strategic Management and performance of non-profit organisations

			competitive strategy, and an employee approach to strategy formulation by SMEs		
Andrews, Beynon and Genc (2016)	Implementation style of the policy and the effectiveness, efficiency and equity of the public service	To determine the execution style of the approach & alleged provision usefulness, proficiency & evenhandedness of Turkish Municipal Government agencies.	Results showed better efficiency, efficiency and equity were connected with a reasonable increment & most wise execution style; with the lack of an execution style associated with worse results.	This study looked at the performance measures of public service in general yet the current study focuses specifically on performance measures of non-profit organisations.	Strategic management practices and performance of non-profit organisations
Mbaka and Mugambi (2014)	Implementation strategy concerning water and	Assess the influence of management leadership and communication efficiency on execution	The finding showed that the amount of leadership assistance, inadequacy of funds and technical	The research explored numerous secondary data reports on the implementation of	Impacts of strategic management practices on the

	sanitation in the Republic of Kenya	of the strategy in the Water Sector in Kenya	knowledge among employees influenced the execution of policy in the water industry to a big extent	different water projects; this will be different from the current study which will use primary data to generate its findings.	performing of non-profit organisations.
Babafemi (2012)	Corporate strategy, planning and performance evaluation.	To assess the influence of top-down corporate vision, objectives, and key values communication.	Results showed that efficient formulation of strategies, execution of strategies and assessment of strategies actually has a beneficial effect on results.	Research conclusions were created on the survey literature while the findings of the present work would be created on the first hand information which would be accumulated among the respondents.	The coming together for this research paper was on the performance of non-profit organisations

(Source: Survey Data, 2020)

2.5 Conceptual Framework

The conceptual framework relates to how a researcher perceives study's connection between factors or variables and graphically or diagrammatically demonstrates the connection.

Independent Variables

Dependent Variable

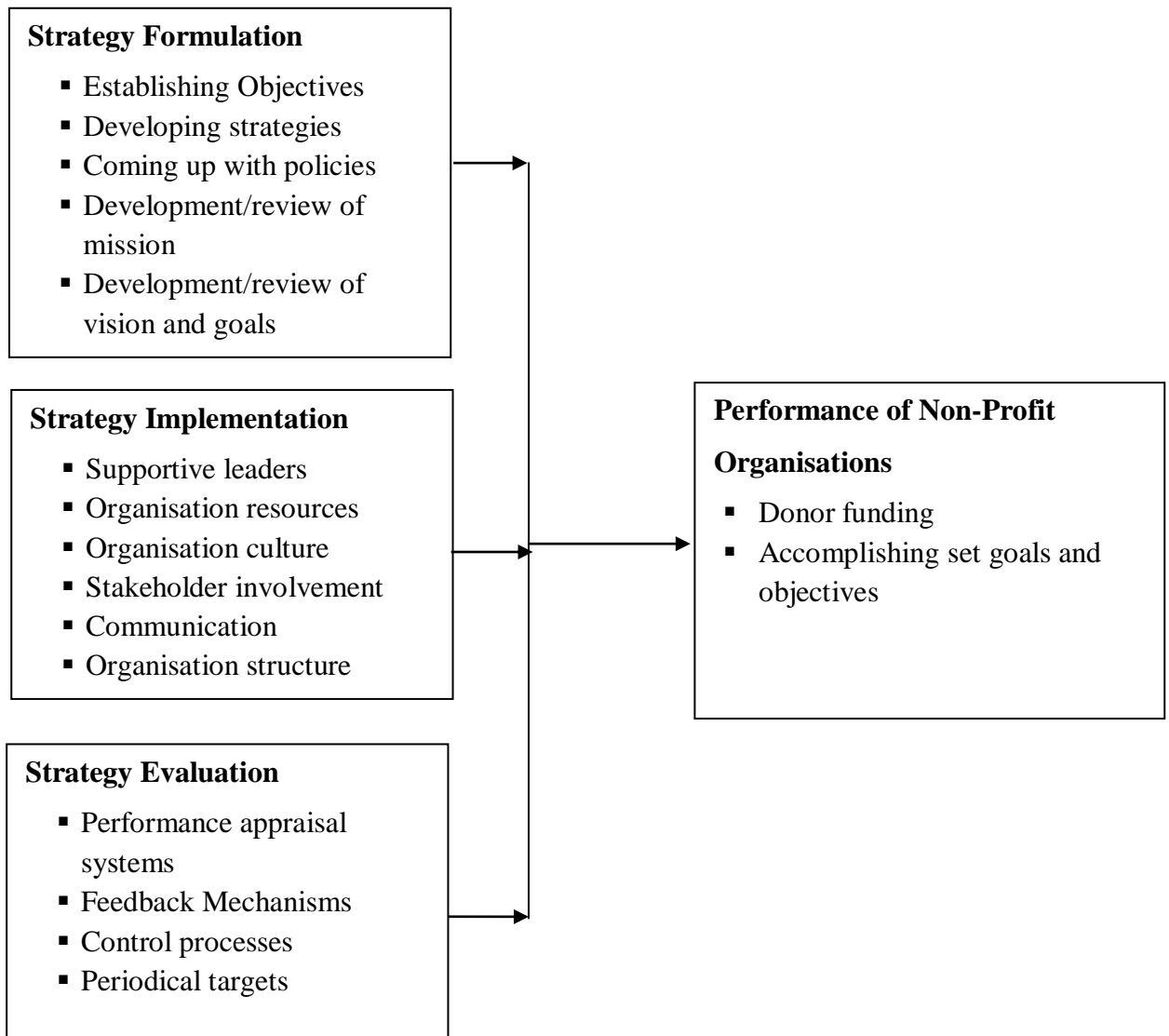


Figure 2.1: Conceptual Framework

(Source: Survey Data, 2020)

The conceptual framework represents a correlation along with strategic management practices (strategy formulations, implementation & evaluation) & performance of nonprofit organisations. When an organisation entails the procedure of emerging mission, vision and objective statement, the organisation has high chance of achieving its set goals thus performance. On the other hand, when organisation does not comprises procedures of increasing mission, vision and objective statement, the organisation will not be able to achieve its set goals and thus poor performance.

Strategic implementation involves operationalizing the set objectives and goals at the formulation stage. When an organisation has supportive leaders, have enough resources, embraces organizational culture, has good communication and committed employees the organisation will be able to implement its strategy thus good performance, On the other hand when an organisation lacks leaders who are supportive, has no enough organizational resources and poor communication, there is high likelihood of the organisation not to implement its strategy thus poor performance.

Strategy evaluation is about following up on the implementation to identify the working strategies and find out if they reflect the desired results. When an organisation has a performance appraisal system, has feedback mechanism and follows its processes and procedures clearly, the organisation will be able to move well as it is needed. On the other hand, when it lacks proper strategy evaluation, the organisation will move in a wrong direction thus poor performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three consists of the research design, target population for the study, sampling design, sample size, instrument for data collection, test of validity, test of reliability, procedure for data collection, analysis and presentation of data, and research ethics. This section emphasizes on design & method of studies to stay expended for research in data collection and evaluation.

3.2 Research Design

Thaunders, Lewis and Thornhill (2009) stated defined research design as an outlined idea, structure and scheme used in conducting training. The study used descriptive and explanatory research design. An explanatory research design was suitable as it was helpful in creating the variable connection. Descriptive research design was appropriate because it enabled systematic collection of factual information that is crucial for making decisions, identifying current practices, conditions, and relationships associated with the research variables (Bryman, 2006). The data is gathered & pull together by overseeing questionnaires to interviewees appraised. (Cooper & Schindler, 2014) successfully used this study design. The strategy or plan well-appointed primary proofs regarding the participants & inners reactions of interviewees, dispositions coupled with sentiments.

3.3 Target Population

This research targeted 76 key respondents from all the nineteen nonprofit organisations in Renk County in South Sudan but with their headquarters located in Juba, the Capital City of South Sudan. The respondents included representatives from

key departments comprising of all the senior and junior personnel as presented in table 3.1.

Table 3.1: Population of Study

Employee	Population	Percentage
Operations Managers	19	25
Finance Officer	19	25
Human Resource officer	19	25
Strategy Officer	19	25
Total	76	100

(Source: Survey Data, 2020)

3.4 Sampling Design and Procedure

A census was undertaken because the study population was quite small. The collecting & exploration of data from every conceivable case or group of members in a population is referred to as a census. To determine the appropriate responders for each nonprofit organization, a three-stage multi-stage random sample procedure was utilized. Purposive sampling was utilized in the first stage to choose human resource departments in all nonprofit organizations. The second stage utilized stratified random sampling to generate two strata: one with heads of departments and/or units to represent senior management in all nonprofit organizations, and the other with additional workers in the corresponding departments representing middle management. The third stage involved selecting one employee from each of the represented organizational departments to represent middle management using simple random sampling. The organizational executives were regarded as topic specialists;

moreover they seem being in a better position to supply the necessary information. As a result, the sample size was 76 people.

Table 3.2: Distribution of Sample Size

Category	Frequency	Sampling Ratio	Sample Size	Percentage
Operations Managers	19	0.5	9.5	25
Finance Officer	19	0.5	9.5	25
Human Resource officer	19	0.5	9.5	25
Strategy Officer	19	0.5	9.5	25
Total	76	0.5	38	100

(Source: Survey Data, 2020)

In Table 3.2, a sample of 76 employees was selected using 0.5 as the sampling ratio. This sample was proportionately distributed across all the four strata of management. All the managerial levels were measured at the same rate.

3.5 Data Collection Procedure

The researcher used primary data in this study. Primary data on study variables: formulation, implementation and evaluation strategy gathered through structured questionnaire. The structured questionnaire had only closed-ended questions that required the respondent to state his/her degree of conformity or lack of correspondence by means of propositions. The study measured the respondents' level of agreement or disagreement with the various issues asked concerning the study objectives. Questions in each part of the questionnaire were largely closed-ended apart from the opening questions which remained open ended to allow the respondents to freely express their views. The questionnaire items were developed following thorough literature review. The questionnaires have five (5) sections as

follows: Section One contain items on background information; Section Two contain items on strategy formulation; Section three contain items on strategy implementation; Sections four contain items on strategy evaluation while Section five contain items on performance of non-profit organisations. The researcher dropped the questionnaires to Non-Profit Organisation (NPO) in person. The researcher likewise picked the questionnaires from the respondents in person.

3.6 Validity and Reliability of Research Instrument

3.6.1 Test of Validity

A validity is referred to the degree to which the acquired findings effectively reflect the under-investigation phenomenon (Mugenda & Mugenda, 2003). In the direction of ensuring validity, the questionnaires were constructed with the help of supervisor who ensured face validity of the questionnaire since the supervisor has considerable knowledge in the field. Content validity was used in this research as a measure of the extent to which the information was gathered using the questionnaire which represent the study's goals. The supervisor, two other senior lecturers at Kenyatta University, and one non-profit study expert verified the tool.

3.6.2 Test of Reliability

The study embarked on reliability through Cronbach Alpha statistical test. Piloting was undertaken in one nonprofit organisation towards establishing if queries in the questionnaires quantified the expected imagined variables in the conceptual framework. Interviewees remarked on the lucidity & the combinations of time spent when piling up the questionnaires.

In this research, a test-retest given to ten subjects not to be included in the sample determined the reliability. This was accomplished by administering the first set of ten

questionnaires to ten participants, and subsequently repeating the same in one week. Then an average reply from the issued questionnaires was scored; in what is known as the alpha calculation of Cronbach. Cronbach's Alpha index was computed using SPSS to establish whether the survey instrument had a favourable level of internal consistency. The outcome of the analysis of pilot data for internal consistency are presented as follows.

Table 3.3 Reliability of Test Results

Questionnaire Section	No. of Questionnaire Item	Alpha Score	Comment
Strategy Formulation	6	0.795	Reliable
Strategy Implementation	7	0.761	Reliable
Strategy Evaluation	8	0.701	Reliable
Performance of NPOs	6	0.809	Reliable
All Items	27	0.802	Reliable

(Source: Survey Data, 2020)

3.7 Data Analysis and Presentation

The data was analyzed using descriptive statistic to describe the data and examine the relationships between the variables under examination. The level and nature of association between independent and dependent variables was sort by practice of Pearson product moment correlations and regression analysis. The researcher utilised tables to present the results as of scrutinized data.

Multiple linear regression models were used in measuring each variable. The model was important since it presented end product of strategy referencing on performance

of Nonprofit Organizations in Renk County. Test of significance was established through the analysis of variance (ANOVA). Below is linear Regression Model.

$$OP = \beta_0 + \beta_1F + \beta_2I + \beta_3E + \varepsilon$$

Where OP= Organizational Performance

β_0 =Constant

F=Strategy Formulation

I=Strategy Implementation

E=Strategy Evaluation

ε = Error term

The results of multiple regression analysis were tested for statistical significance using 95% level of confidence. Therefore, where p values associated with a given coefficients was at most 0.05 the relationship between the research variables was confirmed to have statistical significance at 95% confidence level.

3.8 Ethical Consideration

The research was conducted strictly within the regulatory framework and the researcher observed standards of objectivity. Participants were required to verbally come to an understanding to contribute in the research and their confidentiality was guaranteed and assured. Putting together with ethical considerations, the researcher evidently quoted the literal works of other researchers to avoid accusation of plagiarism.

CHAPTER FOUR:
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter shows data related to response rate and demographic characteristics, descriptive and inferential analysis relating to the research questions and objectives. It is well thought-out as analysis of the response rate, descriptive statistics showing the response profiles and the characteristics indicating the degree to which data signifies population of interest.

4.2 Analysis of the Response Rate

Response rate of the study is presented hereunder.

Table 4.1: Response Rate

Category	Number of Questionnaires	Proportion
Return Questionnaires	59	77.6
Non Returned	17	22.4
Total	76	100

(Source: Survey Data, 2020)

The results displayed in Table 4.1 shows that out of seventy-six management employees representing nineteen nonprofit organizations that had been provided with the questionnaire, fifty-nine questionnaire were dully filled and received back by the researcher but seventeen questionnaire weren't returned. This translated to response rate of 77.6% and non-response rate of 22.4%. The statistical power of a study is measured by the response rate of a test, and the higher the rate, the better. The

comeback degree of 77.6% is suitable to pull way out for this study questions. A working assumption has been that for a survey to be constructed as “good,” it must attain a high response rate of 70% (Groves, 2006).

4.3 Respondents Sociodemographic Profile

Table 4.2: Distribution of Respondents Rate by Gender

Gender	Rate	Proportion
Male	41	69
Female	18	31
Total	59	100

(Source: Survey Data, 2020)

The researcher received 59 responses. 69% were male respondents and 31% were female. The possible explanation could be by the assertion that men held most of the targeted positions across the nongovernmental organizations.

4.3.1 Distribution of Respondents by Age

Table 4.3: Distribution of Respondents by age

Age	Rate	Proportion
21-31	11	18.3
31-40	29	48.5
41-50	15	26.2
Above 50	4	7.0
Total	59	100

(Source: Survey Data, 2020)

The dominant age bracket of the respondents stood at 48.5% representing [31-40] year-olds with the least age bracket recording 7% to represent [50 and above] year-olds. There was also a significant proportion 26.2% of the respondents who were aged 41-50. This implied that the organisations had young and mature employees who could assist the organisations in improving their performances.

4.3.2 Distribution of Respondents by Level of Education

Table 4.4: Distribution of Respondents by Level of Education

Educational level	Rate	Proportion
College Certificate	9	14.6
College Diploma	34	57.1
University Graduate	16	28.3
Total	59	100

(Source: Survey Data, 2020)

The data conclusions indicate that majority 57.1% participants had a college diploma, 28.3% had a university degree while 14.6% had a college certificate. All had tertiary

level of learning. This also imply that most of the non-governmental organisations in Renk county south Sudan were considering Diploma holders and university graduates for the position of managerial posts.

4.3.3: Distributions of Respondents by period spent with NPO

Table 4.5: Distributions of Respondents by period spent with NPO

Period	Rate	Proportion
Less than 5 years	18	31.2
5-10	26	44.3
10-15 years	9	14.7
Over 15 years	6	9.8
Total	59	100

(Source: Survey Data, 2020)

The distribution of participants using the duration spent with NGO signaled that greater part 44.3% had 5-10 years of experience working with the Non-governmental organisation whereas 31.2% interviewees joined Non-profit making organisation over less than 5 yrs, 9 of interviewees have worked for 10-15 years while 6 surveyee have worked for more than 15 yrs.

The table below demonstrates period with which the interviewees have spent working for the nonprofit organizations in Renk County.

Table 4.6: Number of years NPO has been in Operation

Period	Rate	Proportion
1- 5 years	15	25.1
6 – 10 yrs	38	64.6
11 – 15 yrs	3	4.9
16 – 20 yrs	2	3.2
Over 21 years	1	2.2
Total	59	100

(Source: Survey Data, 2020)

Findings express that many non-profit making organisations had been in operation between 6-10 years. This implies that most of the non-governmental organisations came in operation after the country got independence since 2011. The answers also denote high quantity of non-governmental organisations that have been in operation for these numbers of years was able to give sufficient information concerning non-governmental organisations.

4.4 Descriptive Analysis

4.4.1 Strategy Formulation

The foremost objective of the study was to establish the effect of strategy formulation on performance of nonprofit organizations in Renk, South Sudan. Interviewees asked to rate how strategy formulation influences performance of nonprofit institutions atop ranging from 1 - 5 whereby 1 signified “Strongly Disagree” & five stand for “Strongly Agree.” Table 4.7 is a representation of the computation of mean and Standard deviation:

Table 4.7: Strategy Formulation

Statements	Mean	Std. Dev.	Min	Max	Sum
The organization has long-term objectives/goals	4.63	0.584	3	5	273
There is a clear of action to guide the organization to achieve its aims	4.32	0.955	1	5	255
Each department in organization stands familiar with their role in achieving the organizational goals	4.42	0.747	3	5	261
Organization has set quantitative targets towards their goals	4.76	0.468	3	5	281
It is important for organisation to create strategic decisions and describe strategy in terms of its function to the environment	4.58	0.622	3	5	270
Organization mission and vision are in line with what the organisation does.	4.51	0.679	2	5	266
Aggregate score	4.54	0.676			

(Source: Survey Data, 2020)

The total means score stand at 4.54 with a 0.676 std. dev. This concludes that regularly, managers confirmed that strategy formulation related to performance of nonprofit organizations. This rating has supported the statement that the organization has long-term objectives/goals with the mean of 4.63 & std. dev. Of 0.584. This rating

supported the statement that organization has set quantitative targets towards their goals to achieve greater functioning with the climax total of 4.76 & std. dev of 0.468. Course of action to guide the organization towards achieving goals rated a top score of 4.32 & std. dev. of 0.955. On the other hand, the sample of standard deviations for the separate responses ranged between 0.747 and 0.622 meanwhile the means ranged between 4.42 and 4.58. In addition, the results of descriptive analysis indicates that organization mission and vision are in line with what the organisation does with the mean of 4.51 and standard deviation of 0.679. This could be explained that employees in organizations are routinely involved in familiar interventions and not innovative territories. These conclusions are compatible with the affirmation by Walker (2010) who revealed that a guide for managers in identifying their companies, the conclusions they are looking for, and the resources they will use to achieve their results is the formulation of strategies. Another scholar, Baker et al. (2011) also showed that many planned management organizations had a pure goal, a major victory tactic for achieving goal, & thorough statement of mission to steer organisation to achievement of set goal.

4.4.2 Strategy Implementation

The second objective of the study was to determine the effect of strategy implementation on performance of non-profit organizations in Renk County, South Sudan. Respondents asked to rate how strategy implementation influences performance of nonprofit institutions upon a range from 1 - 5 whereby 1 signified “Strongly Disagree” & five stand for “Strongly Agree.” Table 4.8 is a representation of the computation of mean & std dev.:

Table 4.8: Strategy Implementation

Statement's opinion	Mean	Std. dev.	Min	Max	Sum
Organisation has clear structure of operation to achieve set goals	4.86	0.392	3	5	287
Organisation has adequate resources that had been availed to enable the departments to work towards their goals	4.47	0.568	3	5	264
Organisation has leadership which supports strategy implementation	4.75	0.512	3	5	280
Strategic goals are communicated in a clear and understandable manner.	4.34	0.685	3	5	256
Organisation culture supports strategy stakeholders are cooperative and supportive	4.63	0.869	2	5	273
A well-thought-out strategy that isn't put into action adds no real value.	4.53	0.774	3	5	267
Agg. score	4.56	0.677			

(Source: Survey Data, 2020)

The total section mean score is 4.56 with a 0.677 standard deviation signifying that on average, managers confirmed that strategy implementation affected performance of nonprofit organization. This rating supported the statement suggesting that organisation has pure arrangement of operation to achieve set goals with 4.86 top score and a 0.392 standard deviation. Stakeholders' cooperative and supportive also

marked a top mark 4.32 with a std. dev 0.937. The explanation could be that most non-profit organizations have clear structure to achieve set goals. These findings are in concurrence with the assertions by (Pride and Ferrel, 2013) who revealed that executives need to provide leadership in order to direct collective efforts to achieve the objectives of the organisation.

4.4.3 Strategy Evaluation

Third objective was on the way to assess the effects evaluation on performance of nonprofit organization - Renk, South Sudan. Participants asked to rate how strategy evaluation influences performance of nonprofit institutions rating from one to five, figure 1 stand for “Strongly Disagree” & figure 5 denoted “Strongly Agree.” Table 4.9 is a representation of the computation of mean and Standard deviation:

Table 4.9: Strategy Evaluation

Statement's opinion	Mean	Std. dev	Min	Max	Sum
Organisations has an effective performance appraisal mechanism in place	4.47	0.838	2	5	264
The organisation has allocated adequate financial resources towards strategy evaluation	4.63	0.717	2	5	273
The organisation has everyday /weekly/monthly targets for key departments	4.47	0.751	3	5	264
Organisation has effective feedback mechanism which it uses to correct undesired performance	4.42	0.814	2	5	261
Managers need to be able to evaluate strategies in order to understand why particular objectives fail or succeed.	4.64	0.713	2	5	274
Remunerations are linked to performance in the organisation	4.53	0.728	2	5	267
Evaluation has remained a strategic learning tool and has taken part in the creation besides implementation of strategies.	4.58	0.792	2	5	270
Setting control processes for ongoing review is part of strategy evaluation.	4.58	0.835	2	5	270
Agg. score	4.54	0.774			

(Source: Survey Data, 2020)

Total section mean score is 4.54 with a 0.774 standard deviation showing that on average, managers confirmed that strategy evaluation affected performance of nonprofit organization. This rating kept up the statement suggesting that managers need to be able to evaluate strategies in order to understand why particular objectives fail or succeed with 4.64 top score and a 0.713 standard deviation. Effective feedback mechanism which uses to correct undesired performance scored a top mark of 4.42 with a standard deviation of 0.814. The explanation could be that most non-profit organizations know that strategy evaluation is a critical tool to be used by administrators and supervisors in an organization. These findings are in accordance with the affirmation made by (Wade and Hulland, 2009) who discovered that managers generally set milestones and assign tasks and responsibilities to accomplish the organization's objectives.

4.4.4 Performance of Non Profit Organisations

The following are the results.

Table 4.10: Organisational Performance

Statement	Mean	Std. Dev.	Min	Max	Sum
The organisation has found alternative to donor funding	4.71	0.767	1	5	278
The organisation has experienced non-improvement in service delivery	4.37	0.807	1	5	258
The organisation has experienced non-improvement in resource utilization	4.71	0.617	3	5	278
The organisation has ability to effectively measure and evaluate performance	4.41	0.873	2	5	260
The strategies in place has led to the decrease in accountability for results	4.39	1.145	1	5	259
The organisation accomplishes the set goals and objectives	4.59	0.673	2	5	271
Aggregate score	4.53	0.814			

(Source: Survey Data, 2020)

The aggregate score recorded 4.53 alongside std. dev. at 0.814 signposting generally, managers recognized organizational performance. This supported the statement

showing that organization has experienced non-improvement in resource utilization that scored 4.71 with std. dev. of 0.617. The statement on organization experienced non-improvement in service delivery scored also highly at 4.37 using std. dev. of 0.807 displaying both resource utilization and service delivery were keen factors. These findings aligned with Kihara (2016) claims that the process of performance of non-profit organizations significantly defined whether an organization survived, excelled and/or perished. Rajasekar (2014) also added that organizations that embraced right internal practices had a competitive edge against competitors in dynamic environment.

4.5 Regression Analysis

This segment bestowed research objectives tested by the investigator through regression analysis.

4.5.1 Results of Diagnostic Tests

Conducted as hereunder:

(i) Normality Tests

The researcher made data assessing factors of shape to include skewedness and kurtosis to test for normality.

Table 4.11: Results of Normality Diagnostic Tests

Descriptive		Statistics	Std. Error	Conclusions
Strategy	Kurtosis	1.023	0.613	Normally Distributed
Formulation	Skewedness	-0.935	0.311	
Strategy	Kurtosis	-0.745	0.613	Normally Distributed
Implementation	Skewness	-0.451	0.311	
Strategy	Kurtosis	0.848	0.613	Normally Distributed
Evaluation	Skewness	-0.942	0.311	
Performance	Kurtosis	1.004	0.613	Normally Distributed
	Skewness	-1.072	0.311	

(Source: survey data, 2020)

Table 4.11 results displays all variables occurred to be conventionally allotted+. The skewedness & kurtosis values went from -1.0 & +1.0 to suggest that study variables that is: strategy formulation, strategy implementation and strategy evaluation other than performance of non-profit organizations are generally spread and therefore, more tests should be conducted on research statistics.

(ii) Linearity Test

The researcher tested linear relationship of independent variables on the dependent variables using Pearson's correlation coefficient between organizational performance and each research question explanatory variables with reference to the assumption of linearity.

Table 4.12: Results of Pearson’s Linearity Tests

Strategy Formation	Pearson’s correlation	0.183
	Sig. (2tailed)	0.166
	N	59
Strategy implementation	Pearson correlation	0.306
	Sig. (2 tailed)	0.018
	N	59
Strategy Evaluation	Pearson’s Correlation	0.738
	Sig. 2 tailed	0.000
	N	59

(Source: Survey Data, 2020)

Table 4.12 findings demonstrated an important optimistic linear relationship linking performance of the organization and strategy implementation (0.018) and strategy evaluation (0.000) at the level significance of $P < 0.05$. Though, there is less significance linear relationship between performance of the organization and strategy formulation across significance of $P < 0.05$. Conversely, it is essential to note that correlations do not certainly mean that there is fundamental relationship (Wooldridge, 2000). Hitherto, conducting regression analysis to estimate causal relationship is very important.

(iii) Multi-collinearity Test

The researcher used tolerance and variance correlation analysis to determine whether multi-collinearity was in existence or doesn’t. The collinearity marks are shown here below.

Table 4.13: Multi collinearity test

Coefficients		
Model	Tolerance	VIF
Strategy Formulation	0.576	1.736
Strategy Implementation	0.532	1.879
Strategy Evaluation	0.535	1.871
Mean	0.548	1.829
Dependent Variable: Performance of NGOs		

(Source: survey data, 2020)

Table 4.13 above discloses the VIF for strategy formulation was 1.736, strategy implementation 1.879, and strategy evaluation was 1.871. The Mean VIF registered was equivalent to 1.829. Therefore, the results indicated lack of multi-collinearity problematic amongst varying and hence, the level of multi-collinearity in the model can be subjected to the analysis.

4.6 Test of the Research Objectives

Researcher used multiple regression analysis to test research questions utilizing firsthand information. The outcomes were then presumed in line with adjusted R2 ideals & P values beside magnitude intensities at <0.001 & $P<0.005$ respectively.

4.6.1 Test of Direct Relationship

Summarized in the table below are conclusions verdicts of multiple regressions testing the direct relationships between strategy formulation, strategy implementation as well as resource strategy evaluation.

Table 4.14: Test of Direct Relationship

Goodness of Fit	Test	P-Value	
	Statistic		
Adjusted R ²	0.630		
R ²	0.649		
F-statistics (3,55)	33.884	0.000	
Dependent variable = organisational performance	Linear regression results		
	coefficients	t- statistic	p- value
Strategy Formulation	0.434	3.177	0.002
Strategy Implementation	0.172	1.246	0.020
Strategy Evaluation	0.985	9.326	0.000
Constant	8.716	2.495	0.016
Key (significance @1%)			

(Source: survey data, 2020)

Table 4.14 demonstrates that adjusted R² is 0.630 to imply that the independent variables mutually describe 63.0% variation in the dependent variables however the error term explicated the rest. F-Statistics is 33.884 next to P-Value of 0.0000, which inferred that the model of regression is available. Hence, the t-Statistics plus P-value could reliably be useful to test significance of coefficient in the model;

$$OP = \beta_0 + \beta_1F + \beta_2I + \beta_3E + \varepsilon$$

The regression formula obtained from this output is: Organization Performance = 8.176 + 0.434 strategy formulation + 0.172 strategy implementation + 0.985 strategy evaluation.

4.6.2 Effects of Strategy Formulation on Performance

The first objective investigated the effects of strategy formulation on performance of non-profit organisations in Renk County, South Sudan. An objective question was formulated on assumption suchlike formulation strategy do not have statistical noteworthy effect on performing of non-profit organisations - Renk, South Sudan. Table 4.14 reveals the coefficient of strategy formulation was 0.434. This indicates whatever section buildup within strategy formulation could result in 43.4% rise in value of performance of the organization showing direct coupling with strategy formulation and performance of non-profit organisations in Renk County, South Sudan.

The T-Statistics & corresponding P-Value recorded 3.177 & 0.002 correspondingly. At significance level of $P < 0.01$, the assumption is rejected implying strategy formulation shared an important effect on the performance in not profit-making organisations in Renk County, South Sudan. The research findings highlight the effect that strategy formulation can have on performing of non-profit organisations in Renk County, South Sudan. This research finding is in line with those of Idunnu (2010) whose results stated that the formulation of strategies improves better organizational efficiency, which will impact its survival in the long term. Baker et al. (2011) researched strategic management practices in Malaysian building firms. Research results showed that many planned management organizations had a pure goal and a major victory.

4.6.3 Effect Strategy Implementation on Performance.

The second objective determined the effect of strategy implementation on performance of non-profit organisations in Renk County, South Sudan. An objective question framed on the assumption whatever implementation strategy doesn't have statistical momentous effect on performance of non-profit organisations in Renk, South Sudan. Table 4.14 illustrates the coefficient of strategy implementation at 0.172 by corresponding and the T-Statistics, P-Value of 1.246 & 0.020 disjointedly. This put on view that bit escalation in strategy implementation be caused by 17.2% increment modish organisation functioning value in a straight impression. Therefore, $P < 0.001$ level of significant denoting strategy implementation has got significant positive effect on performing of non-profit organisations in Renk County, South Sudan.

The research answers are in harmony with the verdicts of (Mbithi, 2016) whose research disclosed several factors influencing the execution of strategy at KEBS including organizational arrangement or structure, organizational culture, administration style, and communication, participation of employees and arrangement of information communication technology. Further the findings agree with those of (Mbaka and Mugambi 2014) who found out that the amount of leadership assistance, inadequacy of funds and technical knowledge among employees influenced the execution of strategy to a big extent. Furthermore, the results stated that the sort of management leadership and communication efficiency influenced the execution of the strategy.

4.6.4 Effect of Strategy Evaluation on Performance

The third objective assessed the effects of evaluation strategy on performance of non-profit organisations in Renk County, South Sudan. An objective question based on the assumption whatnot strategy evaluation had no statistical significant effect on performance of non-profit organisations in Renk County, South Sudan. The fallouts in Table 4.15 showed strategy evaluation coefficient on 0.985 using corresponding & T-Statistics, P-Value of 9.326 then 0.000 respectively. This exhibited that section increase in strategy evaluation leading to 98.5% increase in organisational performing.

Therefore, the report refuted $P < 0.001$ state of significant to end that strategy evaluation in non-profit organisations have significant consequences on performance. Founded on the information, the enquiry settles that there is significance constructive effect of strategy evaluation on performing of non-profit organisations - Renk County, South Sudan. The research conclusions are in agreement with that of Babafemi1 (2012) who established that efficient formulation of strategies, execution of strategies and assessment of strategies actually has a beneficial effect on results. Managers assess strategies based on the company objectives set before execution (Wade and Hulland, 2009). Mangers generally fixed milestones and assign tasks and responsibilities to accomplish these objectives. The manager can evaluate progress towards achieving the objectives from the milestones set (Stewart, Mohamed, & Daet, 2012).

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter offers summary of the key verdicts, conclusions & recommendations based on the objectives of the study. The recommendations are centred upon exclusive discoveries of the study. Suggestions for further research are provided to give value to future studies on the topic.

5.2 Summary of the Study

The research pursued to find out the effects of strategy management practices on the performance of non-profit organizations in Renk County, South Sudan. The study exercised descriptive and explanatory research approach to determine in what way formulation, implementation and evaluation strategy jointly influenced organizational performance. Study realized response rate of 77.6% of the targeted respondents deemed suitable for the study. The results showed high standards of organizational performance over indicators of formulation strategy, implementation strategy & evaluation strategy. Like shown by adjusted R^2 almost two thirds variations in performance of non-profit organizations (the dependent variable) was explained by variability in dimension of strategy management practices.

On the strategy formulation, the study determined significant effects of strategy formulation on performing of nonprofit organizations. The study established suchlike it is important for organisation to create strategic decisions and explain the strategy in terms of its function to the environment. The study also established that each department in organization is conversant with their role in achieving the

organizational goals, the organization has long-term objectives/goals and is a clear course of action to guide the organization towards achieving goals.

On strategy implementation, the study determined the presence of significance effects of implementation strategy on performance of nonprofit organizations in Renk County, South Sudan. The study also established that strategic goals are communicated in a pure and understandable manner, the organisation has clear structure of operation to achieve set goals and that the organisation has adequate resources availed to enable the departments to work towards their goals. Further to this it was established that the organisation has leadership which supports strategy implementation.

On strategy evaluation, the researcher also required to assess the effects of strategy evaluation on performance of non-profit organisation in Renk County. The regression analysis showed whatnot there was significance effects of strategy evaluation on performance. This result suggest that non profit organisations in Renk County, South Sudan were keen on strategy evaluation. According to the findings, it is evident strategy evaluation had the greatest effect on performance of non-profit organizations. It is thus imperative for non-profit organizations to set further emphasis on the use of various aspect of strategy evaluation in enhancing the performance of the organizations.

5.3 Conclusion of the Study

As of the inferential statistics that allow making presumptions or overviews to the whole residents, the situation remained established all Strategic Management Practices influenced by the performing of nonprofit organizations in Renk County, South Sudan.

The results indicate to such an extent variables were customarily dispersed. The Skewedness & Kurtosis worth suggest that variables that is: strategy formulation, strategy implementation and strategy evaluation as well as performance of non-profit organizations were typically scattered, therefore, more examinations could be done on research statistics.

On basis of findings of first objective, the study concludes so strategy formulation influences positively on the performance of nonprofit making organisations. This implies that proper attention needs to be put on better understanding of strategy formulation through training of all employees and stakeholders in the organization.

On the strategy formulation, study concludes that strategy formulation affected performance of nonprofit organizations in Renk County, South Sudan. Regression analysis had shown the upshot of strategy formulation on organizational performance. The study revealed that there were unit changes in strategy formulation. The results indicated that top leadership is ordinarily participating in formulation strategy.

On strategy implementation, study concluded that effective strategy implementation persuaded individuals in the organization to the entire process competently.

On strategy evaluation, the study informed the conclusion so strategy evaluation influences positively on the performance of nonprofit making organizations. Regression analysis showed effects of strategy evaluation on the performance of nonprofit organizations in Renk County, South Sudan. This shows that proper evaluation of strategy have to be carried out throughout the year in order to improve performance of the organizations to meet its objectives and achieve goals. The conclusion of the study is that strategy formulation positively affects the performance of nonprofit organizations in Renk County, South Sudan.

5.4 Recommendations of the Study

This researcher recommended that nonprofit organizations could make effort to determine right strategic management practices that would boost organizational performance to cultivate successful nonprofit organizations in Renk County, South Sudan. Agree with the outcome, it is evident suchlike evaluation of the strategy had utmost influence on performance of non-profit organizations while strategy implementation had the least influence. It is thus imperative for non-profit organizations to draw attention to the use of various aspect of strategy evaluation in enhancing the performance of nonprofit organizations. On the strategy formulation, it is recommended that top-level managers of nonprofit organisations or even other related organisations must pursue additional idea from the lower level managers.

On the strategy implementation, it is recommends that management of nonprofit organisations can cultivate relationships with their stakeholders that encourage them to give their opinions in order to achieve desired results.

On the strategy evaluation, the research recommended that the management of nonprofit organisations provides frontline managers with chances for training and development in performance management.

5.5 Suggestions for Further Research

Additional study should be conducted to encompass a bigger demographic, such as the entire nonprofit sector in South Sudan. In addition, forthcoming researchers ought to use a longitudinal research design to more explicitly determine causal relationships and offer a more significant representation. Longitudinal research could help evaluate

the stability of nonprofit organizations sector over time and determine if it is a static attribute or a vigorous state affected by changes in the organization.

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APPENDICES

Appendix 1: Letter of Introduction

November 10, 2020

Dear respondents

RE: QUESTIONNAIRES COMPLETION: Strategic Management Practices & Performance of Nonprofit Organization in Renk County, South Sudan

Warmest greetings to you in the name of God Almighty

With respect and honour, I am hereby writing to you for the reference mentioned above. I'm currently pursuing master of Business Administration at Kenyatta University and I'm conducting an investigation on strategic management practices and performance of nonprofit organizations in Renk County, South Sudan. My research aims at looking into the effects of strategy formulation, strategy implementation and strategy evaluation on nonprofit organizations in Renk County, South Sudan. The research was done for partial fulfillment of Kenyatta University's Master of Business Administration degree. The answers you provide will remain anonymous, and your name will never be mentioned in this study. Other than this academic exercise, the information will not be utilized for any other purpose. Your aid in making this possible will be much appreciated. On request, a copy of this research paper will be made available to you.

Every blessings and wishes

Ajak Manyang

MBA Student

Appendix II: Questionnaire

Please read the questions closely and fill in the spaces given with the following questionnaires. Please tick [] or fill in the vacant spaces in the suitable box. Please reply freely and honestly to all issues. All the data you provide will be handled in confidence. The data will be used to prepare an academic report and no particular names will be included.

SECTION A: BACKGROUND INFORMATION

1) Write the name of your Organization

.....

2) Gender:

Male [] Female []

3) Age

21 – 30 years [] 31 - 40 years []

41 – 50 Years [] Above 50 years []

4) Indicate your highest level of education

College Certificate [] College Diploma [] University Graduate []

Others (Specify).....

.....

5) How long have you been in employment with this Organisation?

Less than 5 years [] 5 – 10 years []

10 – 15 years [] Over 15 years []

6) How many years have this Organisation been in operation?

1 – 5 years [] 6 – 10 yrs [] 11 – 15 years []

16 – 20 years [] 21 years & above []

SECTION B: STRATEGY FORMULATION

7. The following are statements in relation to outcomes of strategy formulation on the performance of nonprofit organizations in Renk County, South Sudan. Please tick [√] where appropriate to show level of agreement with each statement.

Scale (SA = Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree)

Statement Opinion	SA	A	N	D	SD
	5	4	3	2	1
The organisation had long term goals					
There is a clear course of action to guide the organisation towards achieving goals					
Each department in organization is conversant with their role in achieving the organizational goals					
Organisation has put in place significant focuses towards their goals					
It is important for organisation to create strategic decisions					
Organisation mission and vision are in line with what the organisation does.					

SECTION C: STRATEGY IMPLEMENTAION

8. The following are statements in connection with impacts of strategy implementation on performance of nonprofit organizations - Renk, South Sudan.

Kindly indicate your level of agreement with each statement as given below.

Scale (SA = Strongly Agree, A = Agree, N = Neutral, D= Disagree, SD = Strongly Disagree)

Statement Opinion	SA	A	N	D	SD
	5	4	3	2	1
Organisation has a pure make-up of operation to achieve set goals					
Organisation has adequate resources that have been availed to enable the departments to work towards their goals					
Organisation has leadership which supports strategy implementation					
Strategic goals are communicated in a clear and understandable manner.					
Organisation culture supports strategy					
Stakeholders are cooperative and supportive					
A well-thought-out strategy that isn't put into action adds no real value.					

SECTION D: STRATEGY EVALUATION

9. The following are statements relating to effect of strategy evaluation on performing of nonprofit organizations, Renk, South Sudan. Please tick [] where appropriate to show how you agreed with each statement.

Scale (SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree)

Statement Opinion	SA	A	N	D	SD
	5	4	3	2	1
Organizations have a good performance appraisal mechanism in place.					
The organisation has allocated sufficient financial reserves towards strategy evaluation					
The organisation has set aside sufficient funds to evaluate its strategy.					
The organisation has every day /weekly/monthly targets for key departments					
Organisation has effective feedback mechanism which it uses to correct undesired performance					
Managers need to be able to evaluate strategies in order to understand why particular objectives fail or succeed.					
Remunerations are linked to performance in the organisation					
Evaluation has remained a strategic learning tool and has taken part in the creation besides implementation of strategies.					

SECTION E: PERFORMANCE OF NON-PROFIT ORGANISATION

10. The following are statements in relation to the performance of nonprofit organizations in Renk County, South Sudan. Kindly indicate your level of agreement with the statements given below.

Scale (SA = strongly agree, A = agree, = neutral, D = disagree, = strongly disagree)

Performance Measure	SA	A	N	D	SD
	5	4	3	2	1
The organisation has found alternative to donor funding					
The organisation has experienced non-improvement in service delivery					
The organisation has experienced non-improvement in resource utilization					
The organisation has ability to effectively measure and evaluate performance					
The strategies in place has led to the decrease in accountability for results					
The organisation accomplishes the set goals and objectives					

Appendix III: Researcher's Work Plan

Strategic Management Practices and Performance in Non-Profit Organisations in South Sudan															
Work plan															
Activity	Week 1					Week 2					Week 3				
	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
Mobilization of vital respondents															
Feedback forms preparations															
Issuing & taking back of forms															
Analyze collected data															
Compile and Submit report															

