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Strategic Management Practices on the Performance of Non-Government Organizations in Kisii County, Kenya

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Non-Government Organization, Strategy, Strategy Formulation and Strategy Implementation

Running Non-Governmental organizations still has its fair share of challenges. Managerial efficiency is still wanting, its performance is very low with most of them witnessing increased corruption cases. Thus, the purpose of this study was to assess the influence of strategic management practices on the performance of NGOs in Kisii County, Kenya. The target population was 906 respondents comprising 16 Presidents, 16 Treasurers and 804 members of the board. The sample size for the study was 112 respondents comprised of 16 presidents and 16 treasurers who were sampled purposively while 80 board members were sampled randomly, 5 of them per NGO. Questionnaires were used to collect data from the board members whereas interviews were used to collect data from presidents and treasurers. Piloting of research instruments was conducted amongst 10.0% of the sample size of the respondents in the neighbouring Kisii County to establish validity, reliability, credibility, and dependability. Validity was ascertained through expert judgment. The reliability of the instruments was determined using the test-retest technique. The correlation coefficient was obtained using Pearson's Product Moment Correlation Method. If a coefficient of $r \geq 0.7$ is obtained, then it indicates the high internal reliability of the instruments. Credibility was established by data triangulation through multiple analysts whereas dependability was established through detailed reporting. Data analysis began by identifying common themes from the respondents' descriptions of their experiences. Frequency counts of the responses were then obtained to generate information about the respondents and to illustrate the general trend of findings on the various variables that were under investigation. Qualitative data was analysed thematically along the objectives and presented in narrative forms whereas quantitative data was analysed descriptively using frequencies, percentages, mean and standard deviation and inferentially using correlation and linear regression with the help of Statistical Packages for Social Science (SPSS Version 23). The study had a response rate of 87% which was considered to be very good, and 32 respondents were interviewed. The findings of the study were presented using tables and charts. After the analysis was conducted, it was evident that the majority of the NGOs did not engage in the expected procedures of strategic management, specifically planning, implementation and evaluation. Though there was some level of agreement in understanding the external environment in a firm operated, the

majority of the respondents were not aware of how dynamic their work environment can change thus affecting their firm's objectives. Ensuring that firms conducted an internal analysis to identify their strengths and weaknesses, ensuring firms had crisis management plans, well-defined objectives that would enable the achievement of long-term goals, and practical milestones that could be used to gauge the accomplishment of the set goals were among the significant predictors are detailed in the inferential statistics sections.

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INTRODUCTION

The question "Why should an organization carry out strategic management practices?" needs to be viewed by understanding the benefits strategic management gives to an organization. Strategic management provides a framework for controlling managerial activities, allocating better resources, supporting objectives and decisions, and enhancing performance. Strategic management brings considerable benefits not only to for-profit businesses and government but also to NGOs (Allison & Kaye, 2005; Bryson & Roering, 1988; Fowler, 1996). This is due to the fact that NGOs operate in contexts which are characterized by complexity, risks, and financial uncertainty. Adding to that, Lewis (2003) claimed that NGOs work in unstable, conflict-prone areas and alongside predatory or 'failing' states which may view their presence with suspicion. In the NGO sector, according to Fowler (1997), the key challenge for NGOs is the struggle to link vision, mission, and role clearly. It is strategic management that offers these organizations the

compass, process, and strategy to deal with transformation made necessary by difficult environments in order to deliver high-quality services at low cost to its customers (Koteen, 1997).

Mosley et al. (2012) found that engaging in strategic management efforts allows organizations to deal with funding uncertainty. Thus, the lack of such a philosophy would result in having short-term oriented NGOs which could be harmful for its financial sustainability. However, strategic management can have a fundamental effect on NGOs beyond the potential funding benefits (Crittenden & Crittenden, 2000). For instance, strategic management can help NGOs build and enhance relationships with key stakeholders such as donors and partners and establish collaborations with external organizations (Abzug & Webb, 1999; Allison & Kaye, 2005; Balser & McClusky, 2005; Boyne & Walker, 2004; Brown, 2010; Bryson, 2011). Siciliano (1997) demonstrated that those NGOs who plan, to improve their social performance and not only

their financial one. Moreover, Strategic management might assist NGOs not only in efficiently utilising limited resources but also in supporting program and project effectiveness and efficiency (Mara, 2000; McHatton et al., 2011; Medley & Akan, 2008). This supports the assumption that management effectiveness may lead to better program performance since such effectiveness provides a foundation for the improvement and growth of the NGOs' programs and services (Letts et al., 1999).

The literature has heavily underlined the adoption of strategic management in NGOs as a mechanism to improve performance (Allison & Kaye, 2005; Bryson, 2011; Moore, 2014; Morrisette & Oberman, 2013; Poister et al., 2010). Still, regardless of what has been written on strategic management in the NGO sector, limitations exist concerning its relationship with performance. This has been stressed by some writers such as Stone et al. (1989) who claimed that the relationship between strategic management process and NGOs' performance is a black box. Moreover, Poister et al. (2010) added that there is still no empirical support concerning the relationship between strategic management practices and NGOs' performance. Therefore, this research attempts to test the impact of strategic management practices on the performance of NGOs, highlighting the most relevant financial and non-financial performance indicators. The significance of this paper comes from the fact that it outlines research carried out in order to support, enrich and fill the gaps in the literature regarding strategic management and performance in NGOs. It will also generate awareness among these organizations on the importance of practising strategic management as a means to achieve high organizational performance.

NGOs Financial and Non-Financial Performance: What to Measure Thinking of NGOs' performance as a variable to measure is not an easy task, since it is challenging to measure the performance of organizations whose main goal is to promote a social mission (Drucker, 2010; McHatton et al., 2011; Moore, 2014; Oster, 1995;

Sawhill & Williamson, 2001). Moreover, these organizations have complicated relationships between their activities and the outcomes of their interventions (Fottler, 1981; Hatten, 1982; Kanter & Summers, 1994; Newman & Wallender, 1978; Nutt, 1984). The classical attempts to define performance in these organizations have always been those of using NGOs' access to funds as the main NGO performance indicator (Pfeffer & Salancik, 1978; Yuchtman & Seashore, 1967). Although access to funds or fundraising efficiency is a valid indicator for measuring the financial strength of NGOs, it does not represent the full picture of NGOs' financial performance. In addition to the ability to acquire funds, a comprehensive measurement of NGOs' financial performance should combine NGOs' declaration of their financial activities and their demonstration of financial transparency (Keating & Frumkin, 2003; McCarthy 2007; Whitaker et al., 2004), together with their fundraising ability. It is important also to treat these NGOs as project-based organizations.

The South African Department of Social Development (2012), in terms of section 1 of the NPO Act, define a non-profit organization as "... a trust, company or other association of persons established for a public purpose and of which its income and property are not distributable to its members or office bearers except as reasonable compensation for services rendered". NGOs and CBOs are collectively known as NPOs. In some instances, NPOs are also referred to as Civil Society Organisations (CSOs). Bryson (1988) explains that NPOs are often called on to take up the slack in the system left by failing public organisations. For this reason, sustained operations of NPOs are pivotal as they provide much-needed services to disadvantaged groups and communities. Research conducted by Kaplan and Norton (2008) investigated whether or not organizations had a formal execution process in place and 54% of respondents stated yes, while 46% responded that their organizations did not have a formal strategy execution process in place.

LITERATURE REVIEW

Strategic management in the public sector is not a new phenomenon, having been around since the 1980s (Ferlie & Ongaro 2015; Bryson et al., 2018). However, strategic documents are increasingly used in the public sector as a means to create public value (Kornberger 2012; Brandtner et al., 2017; Moore, 2014; Alford & Greve, 2017). These documents, which could articulate a local government's vision, strategies, plans, and principles for evaluating the proposed course of action, are often agreed on across organizational boundaries (Kornberger, 2012; Brandtner et al., 2017). Yet how these documents are formulated varies greatly (Toft, 2000; Poister et al., 2010). For instance, Poister and Streib (2005) claimed that little is known about how strategic planning is applied in the public sector. This does not imply that strategies are unimportant or lack meaning; Ferlie and Ongaro (2015) stressed that strategy does matter, but that it is difficult to determine how (Andrews et al., 2009; Bryson et al., 2018). This indicates a research gap concerning the role of strategies from a micro practice perspective. For example, Poister et al. (2010) claimed that strategy formulation is an iterative process that involves many actors and takes time, yet how exactly this process evolves is under-researched. In addition, Bryson et al. (2018) argued that studies are needed that clarify how pluralistic and ambiguous ambitions are addressed within a strategy formulation process and what consequences that has for the organisation.

Strategic management can be interpreted as a process that produces managerial decisions and actions which can be used to reach high levels of efficiency, effectiveness, and overall performance. The vast majority of strategic management scholars view strategic management as a process that starts with an analysis of the environment, passes to strategy formulation, strategy implementation and ends up with evaluation and monitoring of its strategies and objectives (Allison & Kaye, 2005; David, 2011; Morden, 2007; Pitts & Lei, 2003; Thompson &

Strickland; 2003; Beaver, & Ross: 2000; Wheelen & Hunger, 2006; Wright et al., 1998). Poister & Streib (2005) mentioned that organizations need not only to produce a strategic plan, but also develop implementation plans, and finally link their strategies and plans with their performance evaluation system. These stages in the strategic management process are associated with generating alternatives to problems or strategic issues, making the alternative produced function by adapting the structure and creating a supportive culture, and finally, collecting evaluation feedback concerning the overall progress of these alternatives (Gluck et al., 1980).

The empirical research on strategic management in the NGO sector has been limited and examines mainly the adoption of several planning techniques. For instance, authors such as Brown & Covey (1987), Crittenden et al. (1988), Jansson & Taylor (1978), Jenster & Overstreet (1990), Odom & Boxx (1988), Stone (1989), Tober (1991), Unterman & Davis (1982), and Wolch (1990) found in their studies that some NGOs do not utilize strategic management or strategic planning philosophy, but rather they are more concerned with short-term planning and informal planning procedure approaches. Moreover, the literature reveals that the majority of the studies focus on the impact of organizational factors, mainly size, experience, and management styles, on the adoption of planning and how planning can impact strategy outcomes in terms of the organizational hierarchy and mission attainment. According to Odom & Boxx (1988), Tober (1991), Unterman & Davis (1982), Webster & Wylie (1988), Wolch (1990), and Young & Sleeper (1988), larger NGOs are more inclined to develop strategic plans than smaller NGOs.

Odom & Boxx (1988) explained the link between size and planning because of the need for greater coordination. Others such as Stone (1989) attributed it to donor prerequisites. Young and Sleeper (1988) considered that this is due to the availability of resources, while Jenster & Overstreet (1990), Unterman & Davis (1982), and Wolch (1990) linked this with the availability of

more qualified and experienced managers. Schmid (1992) in his research found that the environment has an impact on the nature of the strategy and structural design in NGOs. Moreover, he concluded that uncertain environments lead to relatively informal decentralized structures while more stable environments lead to more centralized structures. Other studies went on to investigate strategy implementation in the NGO sector in which the majority of them examined which factors can affect the strategy implementation phase. Studies conducted by Bartunek (1984) and Vogel & Patterson (1986) demonstrated that major policy changes in the external environment produce important changes in the structure of the NGO which will ultimately affect the strategy implementation.

RESEARCH METHODOLOGY

The study adopted the concurrent triangulation design which facilitated the attainment of differing yet corresponding data on the research problem so as to understand it best. The intent of the design is to bring collectively the different strengths and non-overlapped weaknesses of the quantitative method that has larger sample sizes and apply generality with the qualitative method that is characterized by a small sample size and in-depth understanding. Kisii County has 16 registered NGOs, for the purpose of this study, the target population will consist of 16 presidents, 16 Treasurers, and 804 Board members all totalling 906. The sample size for this study was 112 respondents where the researcher will sample 16 Presidents and 16 Treasurers of the NGOS in Kisii

County purposively while 80 board members will be randomly sampled 5 from each NGO. Data collection tools were used to gather information about the specific set of themes of research objectives. Data analysis began by identifying common themes. The procedure started with the collection and analysis of quantitative data. This was followed by the subsequent collection and analysis of qualitative data. Qualitative data was analysed thematically along the study objectives and presented in narrative forms whereas quantitative data was analysed descriptively using frequencies, percentages, mean, and standard deviation and inferentially using ANOVA with the help of Statistical Packages for Social Science (SPSS Version 23). The quantitative findings of the study were presented using tables and charts.

RESEARCH FINDINGS AND DISCUSSION

The study had a sample size of 112 respondents. Out of the total respondents, 32 were to fill out questionnaires and the remaining 80 were to be interviewed. The researcher picked the filled questionnaires after three weeks. 32 respondents had filled in the questionnaire giving a response rate of 87%. The researcher made efforts to call other respondents to fill out the questionnaires, but it was not successful. Due to the constraint of time, the researcher continued with the analysis since according to Best and Khan (2006), a response rate of 50% is considered adequate, 60% good and above 70% very good. Therefore, in view of this, the response rate was considered very good and exceeded the threshold postulated by Best and Khan. The summary of the response rate is shown in the *Table 1*:

Table 1: Response rate

Sample Size		Participants		Non-participants		Response Rate	
Frequency	%	Frequency	%	Frequency	%	Frequency	%
112	100	80	87	12	13	87	13

Influence of Environmental Scanning on the Performance of NGOs In Kisii County.

The first objective of the study sought to assess the influence of environmental scanning on the performance of NGOs in Kisii County. Descriptive and inferential statistics were used to

analyse the data obtained. Additionally, qualitative responses from the interviewees and the mixing and interpretation of data were included. The findings obtained were presented in the sections that follow.

Organization Conducts Internal Analysis

Our organization conducts internal analysis to identify the strengths and weaknesses of activities

involving employees, managers, and stakeholders. The findings obtained are shown in *Table 2* below:

Table 2: Our Firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders

	Frequency	Percent	Cumulative Percent
Strongly Disagree	18	25.7	25.7
Disagree	18	25.7	51.4
Undecided	14	20.0	71.4
Agree	20	28.6	100.0
Total	70	100.0	

Source: The researcher, 2022

From the table above, 51.4% of the respondents disagreed that their firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders. 20% of the respondents were undecided on whether their firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders. 28.6% of the respondents agreed that their firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders. The majority of the respondents disagreed that their firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders. According to Bailey, Jeong, & Cho, (2010). Organisations should observe the internal organization environment which includes employee interaction with other employees,

interaction with the management, and shareholders. The status of the internal environment plays a major part in determining the ambience of the working area. It is very important to ensure that this environment has a positive energy that motivates the staff to do their best. NGOs rely on everyone's effort to meet their goals to generate funding from the output of their respective programs. Though it may be challenging to meet everyone's needs, progress must be seen to ensure that employees can have confidence in the work environment and see the firm's future as promising.

Adjustment of Task Execution Based on External Environment Changes

As a way of adjusting to the external environment, our firm changes its approach to task execution based on the external environment changes. The findings obtained are shown in *Table 3* below.

Table 3: Our firm adjusts its task execution process based on the changes in the external environment

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	2.9	2.9
Disagree	32	45.7	48.6
Undecided	14	20.0	68.6
Agree	18	25.7	94.3
Strongly Agree	4	5.7	100.0
Total	70	100.0	

Source: The researcher, 2021

From *Table 3* above, 48.6% of the respondents disagreed that their firm adjusts its task execution process based on the changes in the external environment. 20% of the respondents were

undecided on whether their firm would adjust its task execution process based on the changes in the external environment. 31.4% of the respondents agreed that their firm adjusts its task execution

process based on the changes in the external environment. The majority of the respondents disagreed that their firm adjusts its task execution process based on the changes in the external environment. Wambua & Omondi (2016) asserted that since the environment was dynamic, it became essential to identify the competitors' moves and actions and ensure that a firm updates its core competencies and its internal environment as per the external environment. One of the main efforts of NGO and NPO firms is to assist societies that are less privileged. Though there might not seem to be aggressive competition among these organizations, it is vital for these firms to look at the process workflows of their

competitors and learn new ways of managing their activities. Understanding how firms reduce their expenditure while maximizing their output was a key aspect to consider. All NPOs rely on funding from their sponsor which means that they have to be responsible and fully accountable for these resources. Evaluation of the external activities can be beneficial to the sponsors because they will be sure that their funds are well utilized.

Crisis Management Plan

Our NGO has an effective crisis management plan that can be executed as a preventative measure. The findings obtained are shown in *Table 4* below.

Table 4: Our NGO has an effective crisis management plan

	Frequency	Percent	Cumulative Percent
Strongly Disagree	22	31.4	31.4
Disagree	26	37.1	68.6
Undecided	6	8.6	77.1
Agree	16	22.9	100.0
Total	70	100.0	

Source: The researcher, 2021

From *Table 4* above, 68.5% of the respondents agreed that their NGO has an effective crisis management plan that can be executed as a preventative measure. 8.6% of the respondents were undecided on whether their NGO has an effective crisis management plan that can be executed as a preventative measure. 22.9% of the respondents agreed that their NGO has an effective crisis management plan that can be executed as a preventative measure. The majority of the respondents agreed that their NGO has an effective crisis management plan that can be executed as a preventative measure. The crisis has become a descriptive characteristic of contemporary organizations in the dynamic work environment because it threatens continuity, survival, and the ability of service provision (Tai, 2016). Though the majority of the respondents agreed that their firms had an effective crisis

management plan, it was important to establish whether these plans were in line with the dynamism of the working environment. The volatile nature of these environments calls for changes in survival, continuity, and service provision tactics. Scalability was also something to be considered in creating these plans because it cannot be able to accommodate future growth, ideally, the plan is doomed to fail.

Organisational Resources, Capacity, Culture, Organizational Structure and Management Style

Our NPO has the resources, capacity, culture, organizational structure, and management style to ensure that the internal environment is conducive thus enhancing performance. The findings obtained are shown in *Table 5* below.

Table 5: Our NPO has the resources, capacity, culture, and management style to ensure that the internal environment is conducive

	Frequency	Percent	Cumulative Percent
Strongly Disagree	8	11.4	11.4
Disagree	32	45.7	57.1
Undecided	8	11.4	68.6
Agree	22	31.4	100.0
Total	70	100.0	

Source: The researcher, 2021

From *Table 5* above, 57.1% of the respondents disagreed that their firms have the resources, and the capacity to ensure that their internal environment is conducive. 11.4% of the respondents were undecided on whether their firms have the resources, and the capacity to ensure that their internal environment is conducive. 31.4% of the respondents agreed that their firms have the resources, and the capacity to ensure that their internal environment is conducive. The majority of the respondents disagreed that their firms have the resources, and the capacity to ensure that their internal environment is conducive. Indris & Primiana (2015) posited that when examining the resources that are being used by a firm, both the financial and human aspects must be considered in that the financial bit is all about assets and capital while

the human side focuses on capability, organization, and management style. Management of resources is something that is always a headache for firms regardless of their status. A firm may have enormous financial resources but may be very poor in personnel management. A key strategic management practice is ensuring that all staff are satisfied in their respective sectors, and being an NGO, sometimes politics may try to destabilize the efforts of the firm due to various interests of people and organizations.

Inferential Statistics

Further quantitative analysis was used on the data collected. The statistical methods used were correlation and linear regression. The findings obtained are shown in *Table 6* below.

Table 6: Correlation for Objective I

		R01	R02	R03	R04
R01	Pearson Correlation	1	-.180	-.157	-.173
	Sig. (2-tailed)		.135	.196**	.152
	N	70	70	70	70
R02	Pearson Correlation	-.180	1	.043	.192**
	Sig. (2-tailed)	.135		.091	.011
	N	70	70	70	70
R03	Pearson Correlation	-.157	.203	1	.024
	Sig. (2-tailed)	.196**	.091		.846
	N	70	70	70	70
R04	Pearson Correlation	.043	.192**	.024	1
	Sig. (2-tailed)	.152	.011	.846	
	N	70	70	70	70

Note:

R01: Our Firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders

R02: Our firm changes its task execution process based on the changes in the external environment

R03: Our NGO has an effective crisis management plan

R04: Our NPO has the resources, capacity, culture, and management style to ensure that the internal environment is conducive

Source: The researcher, 2022

From the table above, though there was not any strong positive correlation, there were two positive correlations that would have positively impacted strategic management practices on the performance of NGOs in Kisii County. They were as follows:

- Having an effective crisis management plan that can be used as a preventative and conducting of internal analysis to identify the firm's strengths and weaknesses had a correlation coefficient of .196**.
- Firms changing their task execution process based on the external environment changes and ensuring there is resource availability, culture, and management style to maintain a conducive internal environment had a correlation coefficient of .192**.

From *Table 7*, there were two independent variables that were significant predictors of improving the performance of NGOs through effective strategic management practices in Kisii

County. Having an effective crisis management plan that can be used as a preventive measure and conducting of internal analysis to identify the firm's strengths and weaknesses had significance levels that were less than $p \leq .05$. In examining the unstandardized B coefficient, for one unit increase in conducting internal analysis by analysing the strengths and weaknesses of the firm, the model predicted a .261 increase in the performance of NGO's. Also, for one unit increase in ensuring that the firm had an effective crisis management plan that can be used as a preventive measure, the model predicted a .354 increase in the performance of the NGOs. In examining the standardized beta coefficient for one standard deviation in conducting internal analysis, the model predicted a .397 deviation in the increase of the performance of NGOs. Also, for one standard deviation ensuring that firms had effective crisis management plans, the model predicted a .524 deviation in the increase of the performance of NGOs.

Table 7: Linear regression for objective I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.432	.374		9.175	.000
Our Firm conducts internal analysis to identify the strengths and weaknesses of activities involving employees, managers, and stakeholders	.261	.066	.397	-3.947	.000
R01 Our firm changes its task execution process based on the changes in the external environment	-.097	.076	-.130	1.275	.207
R01 Our NGO has an effective crisis management plan	.354	.068	.524	-5.246	.000
R01 Our NPO has the resources, capacity, culture, and management style to ensure that the internal environment is conducive	-.041	.073	.057	-.567	.572

a. Dependent Variable: Performance of NGO's DV

Source: The researcher, 2021

Qualitative responses from the interviewees

A president of one of the NGO firms stated the following:

"The internal and external environment for any NGO firm is very sensitive. The ability to

adapt to different situations and effectively adjust strategies based on these changes is very important. However, these adjustments may require additional resources to facilitate these changes. If an NPO does not have an effective crisis management plan, that firm is likely to suffer due to a lack of reserve

financial resources that can be used to ensure survival and continuity. With all these occurrences that are taking place, the primary factor is the personnel. If internal analysis is not conducted to grasp the situation in an NGO, everything is basically over because donors will withdraw their support, employees will eventually quit and the firm's name will be tarnished".

Mixing and Interpretation of Data

The status of the internal environment plays a major part in determining the ambience of the working area. It is very important to ensure that this environment has a positive energy that motivates the staff to do their best. NGOs rely on each individual's effort to meet their goals as a way to generate funding from the output of their respective programs. Though it may be challenging to meet everyone's needs, progress must be seen to ensure that employees can have confidence in the work environment and see the firm's future as promising. One of the main efforts of NGO and NPO firms is to assist societies that are less privileged. Though there might not seem to be aggressive competition among these organizations, it is vital for these firms to look at the process workflows of their competitors and learn new ways of managing their activities. Understanding how firms reduce their expenditure while maximizing their output was a key aspect to consider. All NPOs rely on funding from their sponsor which means that they have to be responsible and fully accountable for these resources. Evaluation of the external activities can be beneficial to the sponsors because they will be sure that their funds are well utilized. Though the majority of the respondents agreed that their firms had an effective crisis management plan, it was important to establish whether these plans were in line with the dynamism of the working environment. The volatile nature of these environments calls for changes in survival, continuity, and service provision tactics. Scalability was also something to be considered in creating these plans because it cannot be able to accommodate future growth, ideally, the plan is

doomed to fail. Management of resources is something that is always a headache for firms regardless of their status. A firm may have enormous financial resources but may be very poor in personnel management. A key strategic management practice is ensuring that all staff are satisfied in their respective sectors, and being an NGO, sometimes politics may try to destabilize the efforts of the firm due to various interests of people and organizations.

CONCLUSION AND RECOMMENDATION

The status of the internal environment plays a major part in determining the ambience of the working area. It is very important to ensure that this environment has a positive energy that motivates the staff to do their best. NGOs rely on each individual's effort to meet their goals as a way to generate funding from the output of their respective programs. Though it may be challenging to meet everyone's needs, progress must be seen to ensure that employees can have confidence in the work environment and see the firm's future as promising. One of the main efforts of NGO and NPO firms is to assist societies that are less privileged. Though there might not seem to be aggressive competition among these organizations, it is vital for these firms to look at the process workflows of their competitors and learn new ways of managing their activities. Understanding how firms reduce their expenditure while maximizing their output was a key aspect to consider. All NPOs rely on funding from their sponsor which means that they have to be responsible and fully accountable for these resources. Evaluation of the external activities can be beneficial to the sponsors because they will be sure that their funds are well utilized. Though the majority of the respondents agreed that their firms had an effective crisis management plan, it was important to establish whether these plans were in line with the dynamism of the working environment. The volatile nature of these environments calls for changes in survival, continuity and service provision tactics. Scalability was also something to be considered in creating these plans because it cannot be able to

accommodate future growth, ideally, the plan is doomed to fail. Management of resources is something that is always a headache for firms regardless of their status. A firm may have enormous financial resources but may be very poor in personnel management. A key strategic management practice is ensuring that all staff are satisfied in their respective sectors, and being an NGO, sometimes politics may try to destabilize the efforts of the firm due to various interests of people and organizations.

In assessing the influence of environmental scanning on the performance of NGOs in Kisii County, the status of the internal environment plays a major part in determining the ambience of the working area. It is very important to ensure that this environment has a positive energy that motivates the staff to do their best. NGOs rely on each individual's effort to meet their goals as a way to generate funding from the output of their respective programs. Though it may be challenging to meet everyone's needs, progress must be seen to ensure that employees can have confidence in the work environment and see the firm's future as promising. One of the main efforts of NGO and NPO firms is to assist societies that are less privileged. Though there might not seem to be aggressive competition among these organizations, it is vital for these firms to look at the process workflows of their competitors and learn new ways of managing their activities. Understanding how firms reduce their expenditure while maximizing their output was a key aspect to consider. All NPOs rely on funding from their sponsor which means that they have to be responsible and fully accountable for these resources.

Evaluation of the external activities can be beneficial to the sponsors because they will be sure that their funds are well utilized. Though a majority of the respondents agreed that their firms had an effective crisis management plan, it was important to establish whether these plans were in line with the dynamism of the working environment. The volatile nature of these environments calls for changes in survival,

continuity, and service provision tactics. Scalability was also something to be considered in creating these plans because it cannot be able to accommodate future growth, ideally, the plan is doomed to fail. Management of resources is something that is always a headache for firms regardless of their status. A firm may have enormous financial resources but may be very poor in personnel management. A key strategic management practice is ensuring that all staff are satisfied in their respective sectors, and being an NGO, sometimes politics may try to destabilize the efforts of the firm due to various interests of people and organizations.

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