COMPETITIVE STRATEGIES, MANAGERIAL AUTONOMY, DECISION QUALITY AND PERFORMANCE OF PROJECT BASED NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

FAUZIA YUSUF SHANI

A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, DEPARTMENT OF BUSINESS ADMINISTRATION, UNIVERSITY OF NAIROBI

2022

DECLARATION

I declare that this research thesis is my original work and has not been submitted for a degree in any other university for purposes of examination.

Signature..... **Date**..02/12/2022.....

Fauzia Y. Shani

D80/97214/2015

This thesis has been submitted for examination with our approval as the University of Nairobi supervisors.

Signature..... **Date**..6/12/2022.....

Prof. Zachary B. Awino

Professor of Strategy and Business Performance

Department of Business Administration

Faculty of Business and Management Sciences

University of Nairobi

Signature..... **Date**..2nd/12/2022.....

Prof. Martin Ogutu

Associate Professor

Department of Business Administration

Faculty of Business and Management Sciences

University of Nairobi

Signature..... **Date**..2/12/2022.....

Prof. X. N. Iraki

Associate Professor

Department of Management Sciences and Project Planning

Faculty of Business and Management Sciences

University of Nairobi

COPYRIGHT©

Contact Fauzia Yusuf Shani at this address for additional details.:

P.O. Box 49958-00100

Nairobi

Kenya

Mobile: +254 720700910

E-mail: shayfaa@gmail.com

DEDICATION

I dedicate this research to my dear family, who have been so loving and helpful to me during the process. I dedicate it especially to my lovely mother, whose daily prayers and support helped me get where I am now. I owe a debt of gratitude to my aunt Khadija and uncle Abdi Jama for their unwavering support and inspiration. Your encouraging remarks and well-wishes for my accomplishment are still clearly in my thoughts.

ACKNOWLEDGEMENTS

I first express my thankfulness to the All-Powerful Lord Allah for His mercy and generosity shown to me during my academic career. A PhD program is an engaging and rewarding experience, but it is also one that is marked by hardship, frustration, and support from peers. I appreciate everyone who helped me during my studies, even though I may not be able to express my sincere gratitude to everyone.

I appreciate the opportunity the University of Nairobi gave me to obtain a PhD in strategic management. I want to express my deep appreciation to my three supervisors for their leadership and prompt review from the beginning of the research to its conclusion. Special thanks go to Prof. Zachary Bolo Awino for his extensive deliberations surrounding my work, Prof. X. N Iraki for his valuable advice and encouragement in evaluation of my work and Prof. Martin O. Ogutu for his constructive criticism and flexibility throughout my period of studies.

I am indebted to my workmates who provided a stimulating and supportive work environment. My appreciation to the companies who offered their precious time when I was collecting data. Finally, my heartfelt appreciation goes to my immediate family members whose understanding gave me the zeal and determination to continue pursuing this doctoral program. To all who supported me thank you.

"Synergy is the highest activity in today's world: it creates untapped alternatives that are new; it also values and exploits the emotional and psychological and mental differences between people" (Stephen Covey)

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

DCT	Dynamic Capability Theory
DQ	Decision Quality
GASS	General Assembly
IEG	Independent Evaluation Group
MFIs	Microfinance Institutions
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NPSO	Not for Profit Social Services Organization
OECD	Organization for Economic Co-operation and Development
PA	Principal-Agent
PBO	Project Based Organizations
PBNGO	Project Based Non-Governmental Organizations
RBV	Resource-Based View
RFP	Requests for Proposals
ROI	Return on Investment
SPSS	Statistical Package for Social Sciences

ABSTRACT

Against the backdrop of an increasingly competitive environment in the non-profit sector occasioned by the proliferation in numbers and the need to attract donor funding, Project Based Non-Governmental Organizations in Kenya are resorting to Competitive Strategies traditionally employed in the private sector. This brings to perspective the question of Managerial Autonomy among donor-funded non-governmental organizations and the need for quality decisions to translate these Competitive Strategies into desirable performance. Coupled by an observed dismal Performance among Project Based Non-Governmental Organizations in the country with 39% of them rated unsuccessful by the World Bank and 56 deregistered for failure to account for their donor funding, there is need to assess how the adoption of Competitive Strategies has influenced Performance thereof, and the confounding roles of Managerial Autonomy and Decision Quality. While Competitive Strategies have been widely reported in extant literature to significantly influence Organizational Performance, conceptualization in prior research globally, regionally and nationally has been largely linear and/or focused on contexts other than non-profit. The main objective of the study was thus to determine how Competitive Strategies, Managerial Autonomy and Decision Quality affect Performance of Project Based Non-Governmental Organizations in Kenya. The specific goals were to look into the effect of Competitive Strategies on Performance, the moderating effect of Managerial Autonomy on the relationship between Competitive Strategies and performance, the intervening effect of Decision Quality on the relationship between Competitive Strategies and performance, and the effect of Decision Quality on Performance. Grounded on the Positivist paradigm, the study was underpinned by the Resource-Based View, Agency and Dynamic Capability theories. A descriptive cross-sectional survey design was adopted, taking a census of 161 Project Based Non-Governmental Organizations in Kenya. The main data for the research was gathered through use of a closed-ended survey questionnaire. Results uncovered that, Competitive Strategies (SD=0.67) influence Organizational Performance (SD=0.66) (β=0.427, Sig.<0.05). Managerial Autonomy (SD=0.73) did not significantly moderate the association between Competitive Strategies and Organizational Performance (β=-0.117, Sig.>0.05); while Decision Quality (SD=0.61) substantially mediates the association between Competitive Strategies and Organizational Performance (β=0.513, Sig.<0.05). Furthermore, Organizational Performance was shown to be influenced by Decision Quality (β=0.534, Sig.<0.05); while Competitive Strategies, Managerial Autonomy and Decision Quality had a significant combined effect on Performance (F=27.759, Sig.<0.05). The implication of the study to theory is that results complement the Resource-Based View theory, in that in addition to internal resources, PBNGOs also leverage external resources to realize improved performance. The implication of the study to policy development is that various policy options have been advanced with a view to create an enabling policy and regulatory environment for PBNGOs. The implication of the study to practice is that PBNGO managers can learn from the study findings, which Competitive Strategies to adopt, and how to best leverage Decision Quality to realize improved performance. The study's contribution to knowledge is that Managerial Autonomy among PBNGOs does not influence the extent to which Competitive Strategies adopted translate to improved Performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Competitive strategy aims to achieve a profitable and long-term position in the face of industry-wide dynamics determining competition (Lee & Dry, 2006). The suitability of an organization's activities: that influence performance which include cohesive culture and innovations; is determined by competition. Modern businesses require autonomy to ensure rapid adaptability to changes in their firms. (Baum & Wally, 2017).

Organizations with greater managerial leeway to make decisions concerning the work of staff and personnel decisions report higher firm performance compared to those whose managers do not have autonomy (Pertusa-Ortega et al., 2015). The quality of decisions has also been found to be effective and efficient in uncertain and complex scenarios when managers have enough access to information, translating into superior performance (Hamel & Prahalad, 2007).

Against the backdrop of an increasingly competitive environment in the non-profit sector occasioned by the proliferation in numbers and the need to attract donor funding, Project Based Non-Governmental Organizations (PBNGOs) in Kenya are resorting to Competitive Strategies traditionally employed in the private sector. This brings to perspective the question of Managerial Autonomy among donor-funded non-governmental organizations and the need for quality decisions to translate these Competitive Strategies into desirable performance. This forms the motivation for the study.

The study applies various theories in the understanding of several aspects on the impact of Managerial Autonomy and Decision Quality on the connection between Performance of Organizations and Strategies that are Competitive (Jensen, 1983; Penrose, 1959). The most prominent of the theories and of specific significance to this study is: The Resource-Based View (RBV) theory proposed by Penrose (1959) and underpinning the direct link between strategies that are competitive and Performance of PBNGOs. The remaining two are the supporting theories in the study, namely Agency Theory proposed by Jensen and Meckling (1976); and Dynamic Capability Theory (DCT) proposed by Teece and Gary (1994).

Agency theory grounds the moderating effect of autonomy of managers on the link between strategies that are competitive and Performance of PBNGOs. DCT theory on the other hand complements the RBV theory and underpins the mediating effect of Decision Quality on the association between performance and Competitive Strategies among PBNGOs (Penrose, 1959; Wernerfelt, 1984). The purpose of this research was to see how different PBNGOs use the resources available to them to outcompete competitor organizations by achieving project goals for long-term sustainability.

Project Based Non-Governmental Organizations in Kenya have made a significant contribution to the implementation of the social, health, political, and economic pillars of Vision 2030, Kenya's development blueprint towards a middle-income economy by the year 2030 (Kristjanson et al., 2016). PBNGOs have under the social pillar played a significant role in the past and present in helping to promote religious tolerance, ethnic cohesion, and security and feeding the hungry (Ochanda, 2014).

Examples of such PBNGOs include the Water and Development (Maji Na Ufanisi) and the Sustainable Development and Environment Network of Kenya who engage in community water development and food security projects across Kenya. Within the economic pillar, PBNGOs are dedicated to distributing small amounts of money to grassroots communities to help them establish economic projects in the country. Examples of such PBNGOs include Uweza Foundation and Tuwezeshe Empowerment Programme who support Kenya's underprivileged communities by giving them the tools they need to start enterprises that generate income, employment, and economic growth.

Within the political pillar, PBNGOs play an important role in demanding government accountability and educating the public about their part to play in governance (Chepkwony, 2016). Examples of such PBNGOs include Ungana Kenya and Uwezo Awareness Organization who carry out civic education projects across the country. PBNGOs have under the health pillar significantly contributed to combating the HIV epidemic, for example, by conducting demanding more government support, sponsoring and building healthcare facilities and by advocacy campaigns (Amanze, 2015). Examples of such PBNGOs include Lake Victoria Aids and Gender Development Organization and the Centre for Global Health and Child Development Kenya who are involved in awareness and support services for victims of HIV/AIDS as well as healthcare funding for children the poor. Another example is the African Institute for Health and Development which offers strategies and supports campaigns for dealing with immunizable diseases like tuberculosis and polio in Kenya.

Despite their importance, the non-profit sector generally has greatly expanded outgrowing the donor base. The growth in the population of PBNGOs in Kenya throughout the last decade has resulted in fierce rivalry for donor financing (Mumbua, 2013). In order to survive and remain sustainable, many PBNGOs have incorporated techniques that are now used by commercial enterprises in order to obtain a competitive advantage over others (Ochanda, 2014). This might be viewed as a paradigm change for PBNGOs in terms of advancement of performance.

1.1.1 Competitive Strategies

Porter (1995) conceptualizes Competitive Strategies as action plans fashioned to enable an organization gain dominance in the market. As such, to remain competitive in the wake of heightened competition and resource scarcity, firms are increasingly using RBV as a fiscal instrument to assess the strategic resources in their disposal (Njuguna, 2012). Competitive Strategies, according to Porter (1980) refers to a two-faceted concept with a demand and a supply side. The arrangement was later abridged to form three strategies that are generic in nature, namely differentiation, focus and overall cost leadership (Porter, 1985). As these Competitive Strategies were originally conceptualized for the private sector, the same may be operationalized differently for PBNGOs.

Previous related studies have conceptualized Competitive Strategies differently, a majority adopting Porter's differentiation, focus and cost leadership in their measurement of the concept. For instance, in Kago et al. (2018) Competitive Strategies were adopted as the independent variable operationalized by three strategy typologies including differentiation, focus strategy and cost leadership.

Also, Parnell (2011) measured Competitive Strategies by innovativeness and cost reduction in their study on competitive strategy and the effects on Performance among firms across industries in Mexico, the United States of America and Peru. The conceptualization of Competitive Strategies among PBNGOs may be different owing to the difference in the mode of operation.

Buul and Omundi (2017) used leadership of cost, focus on the market, alliances that are strategic and differentiation as measures of Competitive Strategies in their investigation of small and medium enterprises' performance as influenced by Competitive Strategies in Kenya, putting emphasis on the Nairobi central business district, similar to Kago *et al.* (2018). Andrevski (2009) investigated the link among business performance, alliance networks, and competitive strategy among consumer electronics and personal computer stores in Kentucky. While most of these parameters are largely applicable in the commercial sector, alliance networks are also amenable to PBNGOs as they can join forces to execute various projects.

Baraza and Arasa (2017) investigated how competitive tactics such as differentiation, cost leadership and focus affect manufacturing enterprises' performance in Kenya. Munyoki and K'Obonyo (2015) employed distinctiveness, cost leadership, and focus as metrics of Competitive Strategies. Waiganjo (2013) on the other hand measured Competitive Strategies by incentives, selective resourcing, sharing information and extensive training. The foregoing studies operationalized Competitive Strategies in reference to both the private and public sectors, which may not be applicable in the PBNGO context owing to operational differences.

While the foregoing generic strategies of focus, differentiation and cost leadership have been widely used in extant literature to characterize Competitive Strategies in the private sector owing to the profit-oriented modes of operation, PBNGOs are increasingly adopting Competitive Strategies that are more amenable to project implementation goals. These include the use of outsourcing, strategic alliances, joint ventures and innovation which were successfully used in previous literature by Parnell (2011), Buul and Omundi (2017), Andrevski (2009) and Monyake et al. (2019).

Outsourcing entails PBNGOs sub-contracting non-core activities and functions to other organizations specializing in the respective activities and functions while strategic alliances involve the teaming up of PBNGOs and alignment of organizational goals to assure sustainability. Joint ventures on the other hand relates to instances when PBNGOs partner to take up projects or undertake various project activities to realize a common goal. Innovation is in the current investigation taken to imply the creation and invention of new project ideas or new ways of improving project Performance among PBNGOs.

1.1.2 Managerial Autonomy

Autonomy has been defined by Leiblein (2003) as the extent to which substantial decisions are made without getting certain people's consent. As Gregory (2015) observes, a person's autonomy is characteristically diminished when they need permission from organizational superiors. The concept of autonomy has been operationalized in empirical literature into three (3) main constructs, including organizational autonomy, job autonomy and Managerial Autonomy (Leiblein, 2003; Kellough & Coleman, 2016; Verhoest, 2004). The present study focuses on managerial autonomy.

Leiblein (2003) defines organizational autonomy as the extent of firm capacity in self-sufficiency without relying on other entities. Job autonomy is on the other hand defined by Kellough and Coleman (2016) as an organization's discretion to allow workers to carry out tasks where, when, and in what manner and order they deem fit. Managerial Autonomy is defined by Verhoest (2004) as the freedom in choosing and using inputs (for instance financial and human resources) in the primary production processes. A PBNGO manager is reasonably self-governing if most of the significant decisions that are made pertinent to their job without necessitating other people's permission in the organization.

Whereas empirical studies on Managerial Autonomy remain scanty in both international and Kenyan literature, extant close studies have explored job autonomy, task autonomy and organizational autonomy, employing a variety of measures. For instance, Munyoki and K'Obonyo (2015) used the number of appointed government board members, government ownership percentage, governance matters, board members' involvement levels in policy as well as board's experience relevance as measures of organizational autonomy in their study. Kariuki and Murimi (2015) adopted freedom and discretion as measures of job autonomy. The conceptualization of both organizational commitment and job autonomy in the two studies however focused on both private and public sectors which may be both conceptually and operationally different from Managerial Autonomy among PBNGOs, owing to task differences. Folami and Jacobs (2015) used Structural Equation Modelling (SEM) to investigate the combined impact of organizational context and task characteristics on job performance. Saunders et al. (2016) define SEM as a multivariate statistical analysis technique that is used to analyze structural relationships.

Khan et al. (2015) employed three factors of work autonomy in a study to see how job satisfaction affects employee performance at Pakistani autonomous Medical Institutions. These dimensions include criteria autonomy, schedule autonomy, and method autonomy. In the study, method autonomy denoted employees' level of independence in their work procedures or methods. Employees' criteria autonomy on the other hand refers to their ability to determine what to use in their job tasks. Employees' scheduling autonomy refers to their ability to plan their job tasks. The focus of the study however on lower cadre staff and therefore the study findings may not be applicable at the managerial level which is the focus of this study.

In the current investigation, operationalization of Managerial Autonomy was operationalized as including political influence, security of tenure and sponsorship which were successfully used in previous literature by Yesilkagit *&* Thiel (2008); Van de Walle (2018); and Elliot (2021). Political influence relates to PBNGOs' ability to work independently within their project areas and communities, implementing their respective projects without interference from the political class. Security of tenure on the other hand concerns the PBNGO managers' longevity in their respective positions and/or organizations; while sponsorship relates to PBNGO managers' lack of self-sufficiency and therefore reliance on donor funding for survival and sustainability.

1.1.3 Decision Quality

Rausch (2007) defines Decision Quality as how sound, reasoned, and wise a decision is, as and when it is taken without regard to the nature of the decision's outcome. Decision quality, with proper execution, allows an organization realize maximum value both in complex and uncertain scenarios (Helfat *et al.,* 2007).

Decision quality is further defined by Mintzberg (1976) as the whole process causing a decision that is of high quality to be achieved for value maximization. In the PBNGO context, Decision Quality may allow the assurance of both efficiency and effectiveness in assessing decision challenges. A myriad of previous studies has explored Decision Quality in various disciplines employing different measures. In research to develop a framework to evaluate Decision Quality using information quality characteristics, Ge and Helfert (2016) assessed Decision Quality by the ratio of correct choices to total decisions. In their study aimed at understanding Decision Quality through satisfaction, Carneiro et al. (2017) measured Decision Quality by participants' satisfaction in both the decision-making process and alternatives explored, bearing in mind features such as expectations, emotions, personality and problem evaluation. This also speaks to the range of considerations that PBNGO managers ought to factor in, in the execution of projects with a view to realize desirable organizational outcomes.

Munjuri (2013) measured the quality of decisions by aligning them to the strategic plan, analyzing the external environment, and analyzing all internal organizational factors in her study on social capital, human capital, Decision Quality, employee empowerment, and performance of insurance firms and commercial banks in Kenya. Najdenov and Makhoul (2015) measured Decision Quality by the availability of information, decision-making speed, accuracy of problem-solving, speed of problem identification, and participation of lower cadre employees in decision-making in a study on investigating the impact of decision-making in organizations. The foregoing operationalization of Decision Quality is also relevant in the PBNGO context as there exists a need to involve staff and stakeholders at various phases and levels of project implementation.

In a study to assess Decision Quality with considerations regarding accountability, conflict and utility, Keren and Bruin (2020) measured Decision Quality based on its problem definition, set objectives and expected performance and their relative importance, and evaluation of alternatives. Aksoy, Cooil and Lurie (2017) conducted a study on Decision Quality measures in recommendation gents and grouped Decision Quality measures into three, including preference-dependent indicators, preference independent indicators and subjective measures like satisfaction. This operationalization of Decision Quality may also be applicable in the PBNGO context as the project execution phase may require an exploration of various project alternatives with a view to determine the most cost-effective and efficient alternative.

Decision quality was operationalized in the current investigation through the decisions' yield in relation to the planned impact, competencies of the decision makers, decision concordance with organizational goals and inclusivity in decision-making process which were successfully used in previous literature by Geisler and Allwood (2015) and Munjuri (2019). Decision makers' competence refers to the totality of skills, knowledge and professional qualifications of PBNGO executives tasked with decision-making at various managerial levels.

Concordance of the decisions with organizational goals on the other hand relates to the extent to which decisions taken among PBNGOs are aligned to the objectives prescribed by the respective organizations. Inclusivity in the decision-making process refers to the extent to which all stakeholders from throughout the company are able to participate in the decision-making process, whereas decision yield in terms of intended impact refers to the extent to which decisions were made for the intended purpose.

1.1.4 Organizational Performance

Firm's performance is defined as the economic outcomes of an organization's interactions with its environment, actions, and qualities by Combs *et al.* (2005). According to Mahapatro (2010), an organization's performance is defined as its capacity to achieve its objectives and mission through a well-organized management, customer focus, and good governance. It is also defined as how the resources at the disposal of a firm can be put to the most effective and efficient use in order to achieve the firm's objectives based on current or future prospects (Yasser *et al.,* 2011; Marn & Romuald, 2012). Accordingly, project success among PBNGOs may be measured by its effective and operational efficiency.

In their study, Munyoki and K'Obonyo (2015) used three measures of excellence of Kenyan state institutions, including stewardship and financial, service delivery and non-financial. Stewardship and financial were indexed by use of allocated resources, aid appropriation, level of debt-equity ratio, compliance with budgetary levels and cost reduction. Non-Financial measures were operationalized by employee satisfaction, idle asset disposal, strategic plan compliance, statutory obligations, competency development and ISO certification; and service delivery. The study was however focused on the public sector, whose performance is largely assessed through service delivery. The measures thereof may therefore not ne be applicable to the PBNGO context. Waiganjo (2013) utilized profitability and sales growth to evaluate the success of Kenya's corporate organizations, while Buul and Omundi (2017) used employment growth and yearly turnover to measure the performance of small and medium businesses in Kenya.

Sales Growth and Profitability were utilized by Aitikiya (2015) to evaluate the success of manufacturing businesses in Kenya. Muia (2017) performed the same approach, assessing the performance of Kenyan insurance companies based on sales growth and profitability. The foregoing studies were also focused on the private sector, whose performance is largely assessed through profitability. The measures thereof may therefore not be applicable to the PBNGO context.

Kago et al. (2018) evaluated the performance of petroleum businesses in Kenya using financial criteria such as sales growth and profitability. Munjuri (2013) looked at both non-financial and financial variables to look at the performance of Kenyan insurance companies and commercial financial institutions. Kariuki and Murimi (2015) used non-financial indicators as indicators of Tata Chemicals Magadi Ltd's performance. The foregoing studies were focused on the private sector, whose performance is largely assessed through profitability. The measures thereof may therefore not ne be applicable to the PBNGO context.

The present study adopts the conceptualization of Organizational Performance by Gathingu *et al.* (2022) and Klakegg (2009) which include operations within budget, relevance/suits purpose, completion time and sustainability. Completion time in the current investigation denotes the length ot time taken by PBNGOs to complete respective projects vis a vis the intended timeline, while relevance is the degree to which the given individual project addresses actual identified needs. Sustainability refers to the extent to which upon the completion, projects continue to serve the purpose in both the short and long-terms in an optimal manner. Operations within budget refers to whether the implementation of the project remains within the project funds.

1.1.5 Project Based NGOs in Kenya

World Bank (1995) defines PBNGOs as operational non-profit organizations whose structure focus on individual development projects and that operate independently of any Government to address a social, economic, or environmental issue. These have been distinguished from advocacy-based NGOs that adopt functional models that are not designed around projects and that focus on promoting certain social causes and principles, Peter (2011). PBNGOs for instance, have project managers that manage teams of employees, who have different job titles and from different departments but all of whom are needed to implement the project.

In both international and Kenyan literature, studies on the effect of the third sector have mainly examined the idea of NGOs in its totality, leaving PBNGOs untouched, motivating the present research. When conducting his research on the third sector's local development dynamics in Kenya, Ochanda (2014) interviewed individuals from non-profit organizations, civil society organizations, and other individual players in the third sector. Nyanje and Wanyoike (2016) conducted an investigation into the factors that influence the success of NGO activities in Nakuru County, Kenya, using data from 307 registered NGOs in the county.

Mkutano and Sang (2018) sampled 201 NGOs operating in Nairobi County in their study on NGO project performance and project management practices in Nairobi city county, Kenya, while Wachira and Kosimbei (2016) studied the elements affecting the financial viability of Kenyan NGOs, Kiambu county sampling 38 local NGOs in Kiambu County. Against this backdrop, the present study sets out study PBNGOs in Kenya, with particular interest in determining how Competitive Strategies, Managerial Autonomy and Decision Quality affect performance thereof.

In both international and Kenyan literature, studies on the effect of the third sector have mainly examined the idea of NGOs in its totality, leaving PBNGOs untouched, despite their contribution to the country's socio-economic development, motivating the present research. Nyanje and Wanyoike (2016) conducted an inquiry into the issues that inspire the achievement of NGO activities in Nakuru County, Kenya.

Mkutano and Sang (2018) sampled 201 NGOs operating in Nairobi County in their study on NGO project performance and project management practices in Nairobi city county, Kenya, while Wachira and Kosimbei (2016) studied the elements affecting the financial viability of Kenyan NGOs, Kiambu county sampling 38 local NGOs in Kiambu County. Against this backdrop, the present study took a departure from the broader NGO context and narrowed down to a focus on PBNGOs. It set out study PBNGOs in Kenya, with particular interest in determining how Competitive Strategies, Managerial Autonomy and Decision Quality affect performance thereof.

Notable examples of projects implemented by PBNGOs in Kenya include the Linda Mtoto initiative who provides all pupils of these schools with a simple, free meal, and donates school uniforms to the very poorest of children; and the Ecological Organic Agriculture Initiative by Ecological Agriculture Development Programme, which aims to make organic agriculture mainstream in Africa. Others include Bidii Development Programme in Kwale which improves the quality of education by providing clean drinking water, classrooms, teacher training, sanitary fittings, textbooks and school furniture.

1.2 Research Problem

This study was necessitated by three pertinent gaps that is conceptual, contextual and methodological. The conceptual gap warranting the study is that whereas some of the studies have assessed the direct linkage between the concepts of Competitive Strategies (Kago et al., 2018; Buul & Omundi, 2017; Azim et al., 2017), Managerial Autonomy (Wanjiku, 2016; Kariuki & Murimi, 2015), Decision Quality (Ge & Helfert, 2016; Najdenov & Makhoul, 2015) and Organizational Performance, limited studies have examined both the direct and indirect associations in one conceptual model (Munyoki & K'Obonyo, 2015; Aitikiya, 2015; Munjuri, 2013).

Spyros et al. (2016) suggested that Decision Quality, which shapes businesses' Competitive Strategies, is one of the primary concerns for organizations in order to achieve effective Organizational Performance within the realm of sustainable competitive advantage. Helfat and Peteraf (2015) observed that in some organizations, the top-level executives have been given autonomy to take decisions that will translate into not only superior performance, but also a sustained competitive advantage.

Andrews et al. (2016) is more critical in organization where the principal-agent dynamic is more pronounced, in which case the managers' autonomy in decisions making has implications on their superiors, employees as well shareholders. In such settings, if poor decisions are made by managers, it may be harmful not just to the organization, but also to employees.

According to Munjuri (2013), Organizational Performance mediates the effect of intellectual resources on administrative effectiveness. On the other hand, Munyoki and K'Obonyo (2015) look at how organizational autonomy and placement affect performance and the use competitiveness by Kenyan government businesses. Whereas the foregoing studies have explored both the direct and indirect links among the concepts of Competitive Strategies, Decision Quality and varied conceptions of Managerial Autonomy and Organizational Performance, extant studies have not however explored these concepts in one conceptual model particularly with regard to the effects of Managerial Autonomy as the moderating variable and Decision Quality as the mediating concept. The study looked at the relationships between the notions of strategic choices as the mediator, Organizational Performance, and various notions of Managerial Autonomy as the moderator and organization effectiveness to close this gap.

The contextual gap warranting the study is three-fold, including a sustained dismal Performance among PBNGOs; the focus by previous related studies on the commercial sector at the expense of PBNGOs; as well as the focus by previous related studies on the broader NGO context leaving the narrower PBNGOs unexplored. Effectiveness of PBNGOs ought to be a strategic objective for the Kenyan government because it is essential for the socioeconomic growth of a nation. Despite their increased numbers, their performance has remained poor, and the majority of their strategic decisions are at odds with the rapidly changing nature of their working environment (De wit & Mayor, 2008).

Additionally, there are numerous white elephant initiatives. For instance, the Independent Evaluation Group of the World Bank (2015) rated 39% of PBNGOs in Africa as unsuccessful, yet the NGO Coordination Board of Kenya indefinitely suspended 56 PBNGOs between 2015 and 2018 for refusing to take responsibility for millions of dollars of their donor funds. PBNGOs are rapidly adopting techniques used in the commercial sector, like Competitive Strategies, in an effort to solve this failing as well as the rising rivalry for financing.

Past surveys have concentrated on the public and private segments, overlooking the NGO sector when it comes to the ideas of Competitive Approaches, management autonomy, and Decision Quality in connection to company effectiveness. To name a few, Kago et al. (2018) explored the correlation between Kenyan petroleum businesses' capabilities and competitive approaches, and as a consequence, it is still up for debate how Competitive Approaches influence performance of organizations among Kenyan PBNGOs and how this relationship is affected and regulated by Managerial Autonomy and decision making. To address the contextual gap, the study focused on how Organizational Performance among Kenyan PBNGOs is directly impacted upon by competitive tactics, and how Managerial Freedom and Decision Quality, correspondingly, affect and mediate this relationship.

The methodological gap warranting the study is that previous research has examined the direct and indirect connections between the concepts investigated in this study using a range of research methods, analytical models, and methodologies. Aitikiya (2015) utilized the conventional F-test, T-test, and ANOVA to evaluate the moderating impact of competitive strength on Performance of manufacturing companies.

In contrast, cross-sectional research in the United States by Parnell (2011) utilized both factor analysis and ANOVA to examine performance and competitive strategy. Performance and competitive strategy are critical in the United States, Peru, and Mexico. A cross-sectional design and regression analysis were used in the Pakistani fast-food sector by Naqvi et al. (2013) to examine the connection between work autonomy and job satisfaction and organizational commitment. Also using the census survey data, Munjuri (2013) used multiple linear regression analysis to investigate if the impact of human capital on company performance is mediated by Decision Quality. Additionally, Munyoki (2015) conducted a descriptive cross-sectional survey as well as a stepwise regression analysis to evaluate if organizational autonomy has an effect on the impact of tactics that are competitive on the performance of Kenya's state-owned enterprises.

To address the methodological gap, the present research utilized a descriptive cross-sectional survey approach using basic linear, hierarchical, step-wise, and multiple regression models to test for moderation, direct effects, and joint connections among the above-mentioned factors. This study contributes to the body of knowledge on the methods used to examine the interrelationships between Competitive Approaches, Managerial Autonomy, Decision Quality, and Organizational Performance, building on previous research. It can be inferred from the foregoing that previous studies to the effect of interrelationships among approaches that are competitive, Managerial Autonomy, Decision Quality and Organizational Performance differ in conceptual modeling, context and methodological approaches.

This study sought to fill these gaps by examining how PBNGOs in Kenya are influenced by tactics that are competitive, Managerial Autonomy, and Decision Quality. By so doing, this will provide answers to the question, what is the influence of Managerial Autonomy and Decision Quality on the link between strategies that are competitive and Performance of PBNGOs in Kenya?

1.3 Research Objectives

1.3.1 General Objective

This study's general objective was to determine how Competitive Strategies, Managerial Autonomy and Decision Quality affect Performance of PBNGOs in Kenya.

1.3.2 Specific Objectives

The specific objectives were to:

i. Establish the effect of Competitive Strategies on Performance of PBNGOs in Kenya.
ii. Determine the effect of Managerial Autonomy between Competitive Strategies and Performance of PBNGOs in Kenya.
iii. Examine the effect of Decision Quality on the association between performance and Competitive Strategies among PBNGOs in Kenya.
iv. Assess the effect of Decision Quality on Performance of PBNGOs in Kenya
v. Ascertain whether the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is significantly greater than the individual effects on Performance of PBNGOs in Kenya.

1.4 Value of the Study

This study makes important contributions to practice and industry, the government's development blueprints, to policy development and to theory and research. To practice and industry, the study adds value by informing PBNGO project managers PBNGO on how to best employ and leverage Decision Quality and Managerial Autonomy with a view to realize superior Organizational Performance. To executives in these organizations, a better understanding of these fundamentals is essential for informing strategic decisions. with a view to realize desirable and improved Organizational Performance.

The study findings further add value to the government's development blueprints such as the Vision 2030 and the Big Four Agenda. This will be achieved by highlighting how PBNGOs can best leverage their Competitive Strategies, Managerial Autonomy and Decision Quality to meaningfully contribute to the social, economic, health and political spheres of the country. This positions PBNGOs among the significant contributors towards the realization of the country's development blueprints.

The study found that Competitive Strategies have a positive and significant effect on Organizational Performance. This adds value to the policy environment by highlighting the policy options to be explored with a view to create an enabling policy and regulatory environment for PBNGOs. The insight into the concepts of Strategies that are Competitive, Autonomy of Managers, Quality of Decision and Performance of Organizations act as a guide in handling related policy and regulatory issues.

The present study also adds value to the theoretical framework underpinning the present study. The study has particularly complemented the Resource-Based View theory by demonstrating how in addition to internal resources, PBNGOs also leverage external resources to realize improved performance. Finally, the Dynamic Capability Theory has been critiqued for believing that differences in capabilities are the result of management choices and vary across firms. The present study shows that capability is a function of a combination of Strategies that are Competitive, Autonomy of Managers, Quality of Decision.

To researchers and academicians, this research provides an understanding and insight of the organizational practices carried out by PBNGOs in Kenya to improve performance as well as how the various variables have influenced Organizational Performances thereof. In so doing, this will contribute to the available frame of knowledge on Competitive Strategies, Managerial Autonomy, Decision Quality and organizational Performance of PBNGOs in Kenya. There is need for further research into emerging related topics which may include the role of PBNGOs in the attainment of Vision 2030.

1.5 Organization of the Study

The study's backdrop is discussed in Chapter 1, trailed by a deep characterization of variables explored in the study, which are Competitive Strategies, Managerial Autonomy, Decision Quality, and Organizational Performance, with regard to operationalization, application, and definition. The study's backdrop is also examined, which is PBNGOs in Kenya. The chapter goes on to explore the study's objectives, research problem, and value.

The second chapter delves into the review of literature, in which the theoretical foundations, conceptual framework and the empirical literature are reviewed. The chapter starts by espousing the study's theoretical underpinnings, whereby a discussion of the three theories underpinning the study is provided. Under empirical literature, the study variables are reviewed, resulting in the conceptual framework illustration of the link between the ideas. The chapter culminates into statements of the study hypotheses.

The third chapter introduces the study's philosophical approach before delving into the research methods and design that were used, as well as the demographic that was targeted and the manner in which data was gathered and later evaluated. Also included in this section, are the preparatory procedures that were carried out in order to verify that the research instruments were valid and reliable as well as that the study results were normal and linear in their distribution.

In chapter four, a detailed presentation and analysis of the results is provided. The chapter first presents the pre-test reliability and validity findings and tests of statistical assumptions before a comprehensive descriptive computation of variables explored in the study is presented using descriptive statistics including standard deviation, means and frequency distribution tables and variation coefficients.

Chapter five then presents the dimensionalities of each variable and tests of hypotheses and discussion, in which the simple linear, hierarchical, multiple and stepwise regression analyses are conducted to test for the hypotheses stated in the priori. A thorough interpretation of the study findings is then presented in tandem with the study objectives and subsequent hypotheses, theoretical groundings and empirical literature.

A summary of the key findings, conclusions and implications for practice, policy and theory are then presented in chapter six. The chapter culminates in a proposition for future studies inspired by the findings, submissions and drawbacks in the current investigation.

This chapter has explored in depth the conceptual and operational underpinnings of the study variables, including Competitive Strategies, Managerial Autonomy, Decision Quality, and Organizational Performance. By so doing, the study's backdrop has been built in terms of operationalization, application, and definition of variables. The study's context, which is PBNGOs in Kenya has also been examined. The research problem, study's objectives and value have also been discussed. The next chapter presents the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review involves the systematic identification, categorization, and analysis of materials that are pertinent to the study subject under investigation. As a researcher, it is critical to examine previous work in order to get an awareness of the gaps in one's own research. On the basis of the research goals and hypotheses investigated, this chapter examines both the theoretical underpinning and empirical literature. Academic publications and papers related to the study's characteristics were among the literature sources.

The chapter explains the theories upon which the research is anchored. First the theories are discussed and outlined based on their critique and assumptions in tandem with the study variables to bring out how the current study can be supported by the theory prepositions. Whereas the study's underlying theories and models are the main focus of the theoretical literature, previous scholarly work is reviewed in the empirical literature as informed by the objectives under study. The main variables of the study include tactics that are competitive, quality of decision and Managerial Autonomy.

The chapter concludes with the proposed conceptual model, alongside the extracted hypotheses that guide empirical research through reviewing of studies based on the associations for the main variables and ordered as per the objectives of the study. It points out the gaps in research in a tabular form: methodological, contextual and conceptual, based on studies reviewed and graphically demonstrates how the main concepts interact with each other and are conceptualized on a conceptual framework.

2.2 Theoretical Foundation

Theories are many ideologies that offer a logical explanation for how events develop in society. They provide context and justifications for why and how things take place in the manner that they occur. The relationship between competitive strategies and performance is supported by a number of ideas. Of particular relevance in view of the effect of Managerial Autonomy and Decision Quality on the connection between Competitive Strategies and how well firms perform, include the Resource-Based View, Agency theory, and Dynamic Capability theories.

While the Resource-Based View anchors the direct linkage between Competitive Strategies and Performance; Agency theory underpins the interactive role of Managerial Autonomy on the connection between strategies that are competitive and how well firms perform. Dynamic Capability theories on the other hand underpins the mediating effect of Decision Quality on the connection between strategies that are competitive and how well firms perform.

2.2.1 Resource Based View

The fundamental assumption of the anchoring theory, the RBV, is that companies strategically use their scarce and unevenly distributed internal resources to create sustained competitive advantage. It was first defined by Penrose (1959) and subsequently refined by Wernefelt (1984) and Barney (1991). As such, RBV is concerned with the internal causes of a firm's persistent competitive advantage (Kraaijenbrink et al., 2010). However, these resources must be adjusted according to a company's stage of growth and development. When it comes to determining the causal connections between production capabilities, firm resources, and performance, there are a few things to keep in mind.

Penrose (1959) promotes resource utilization that is inventive and efficient. Penrose (1959) goes on to say that the industrious resources controlled by corporations differ depending on the industry due to the varied nature of enterprises (Barney & Clark, 2007). The core of RBV, according to Wernerfelt (1984), is that successful organizations exploit their implicit or intangible distinctive and unique skills to realize competitiveness.

According to Barney (1991), if the firms had equal resources, profitability differences would not exist among them since in the same industry, any firm could implement any strategy. RBV proposes that performance and competitive advantage results are outcomes of firm-specific resources that are expensive to imitate by rivals. A myriad of prior related studies was anchored on RBV, including Aitikiya (2015) who asserted that to provide value for their customers; Kenyan-manufacturing firms may develop their Competitive Approaches by paying attention to resources that exist within the company. Andrevski (2009) based his research on the RBV, claiming that the businesses' requirements for skills controlled by other firms or resources strengthen alliances and the resultant network structure among personal computer firms in Kentucky.

Munyoki (2015) also based his study on the RBV holding that the theory may be employed to elucidate how state corporations in Kenya can gain effectiveness providing greater value to clients, through resource identification and use in a strategic manner for competitive advantage to be sustained. Others include Buul and Omundi (2017), who suggest that RBV may be used to educate about the diversification approaches and Azim et al. (2017), who created a conceptual framework for improving manufacturing company performance via competitive strategy based on RBV.

In their critique, Priem and Butler (2001), consider the RBV too descriptive, of little operational validity and does not answer the how-questions. According to Hedman and Kalling (2003) the theory ignores the impediments to management and dynamics that exist in the real world. A criticism of the idea by Chan et al. (2004) suggests that competitive advantages may be gained by improving existing skills that are highly active in reacting to the organizational environment, which is not true. The RBV, according to Porter (1980), contributes nothing to the explanation or forecasting of a firm's competitive advantage, and this was criticized in passing.

Despite the criticisms above, the study takes the position that RBV offers an acceptable foundation on which the current research conceptualizes the thesis that Organizational Performance is improved when PBNGOs leverage their Competitive Strategies including outsourcing, strategic alliances, innovations and joint ventures to achieve superior Organizational Performance. On this basis, RBV anchors the direct association between tactics that are competitive and excellence in organizations.

The Resource Based View however narrows down achievement of good performance to resources within the organization. A common practice among PBNGOs however, is that organizations are increasingly outward looking, by leveraging resources outside the firm in an effort to identify opportunities, build networks and achieve synergy for desirable performances. On this basis, RBV anchors the direct association between tactics that are competitive and excellence in organizations in that the study sort to understand how the Competitive Strategies adopted by PBNGO’s translate to superior performance.

2.2.2 The Dynamic Capability Theory

It was created as a supplement to, or an extension of the RBV by Teece et al. (1997), in an attempt to explain competitiveness in a context that is highly dynamic (Helfat et al., 2007). According to DCT, capabilities are defined as an organizational capability to acquire, develop, renew, and restructure resources in order to achieve its goals (Teece et al., 2007). As defined by an analysis and evaluation of empirical research, dynamic capacity, is a firm's ability to consistently address problems caused by its propensity to implement appropriate strategies aimed at increasing performance while also adjusting its resource foundation, in order to achieve long-term success.

Dynamic capability theory addresses two fundamental shortcomings of the resource-based view theory: the firm's ability to adapt to changes in the business environment; and the capacity to leverage these competencies in order to match the environmental dynamic capacity theory requirements (Teece et al., 1997). RBV incapability in explaining why and how companies gain a competitive advantage in the face of unexpected and fast change (Eisenhardt & Martin, 2000); hence dynamic capability hypothesis is presented by Teece et al. (1997).

The dynamic capability theory has been the foundation for a number of previous related studies, including Kago et al. (2018), who conclude in their study that, in order to gain competitive advantage in a changing environment, a firm must integrate and reconfigure their competencies and capabilities. Laitila (2018) also anchored their study on DCT arguing that managerial capabilities are supported by past experiences and innate abilities.

The fundamental criticism of dynamic capability theory is that it attributes capability disparities to management decisions that differ across enterprises (Teece et al., 1994). If such capability gaps are unrelated to management discretion and are consistent across organizations, the strategic question of which competences should be pursued for competitive advantage is still unresolved. The current study will put this theory's claims to the test and build on them for future reference in the strategic management field.

The study takes the position that DCT is of pertinence to the present study since PBNGOs work in an ever-changing environment, and therefore they require dynamic tactics to survive in such an environment. This is in view of the growing societal needs and a corresponding influx of PBNGOs competing for donor funds, which attracts competition and the need for PBNGOs to constantly reconfigure their mode of operation in order to stay competitive and realize desirable Performance.

The theory supports the mediating role of Decision Quality on the link between Organizational Performance and Competitive Approaches among PBNGOs in Kenya Managerial Autonomy. This is in the sense that, PBNGO managers ought to devise quality decisions informed by the dynamic context of the policy and competitive environment in which the PBNGO operate. This presupposes that decision makers leverage their competencies, align their decisions with firm goals, and observe inclusivity in the decision-making process in order to translate Competitive Approaches into superior Organizational Performance.

2.2.3 Agency Theory

Developed by Jensen and Meckling (1976), the agency theory articulates the relationships linking shareholders and managers. Consequently, in a typical principal-agent association, a principal, typically the shareholder, hires one or more agents, typically managers, to perform a task, ideally maximizing the principal's return on his/her investment. Each actor has a clear role in this relationship and it is usually admitted that both the principal and the agent come from the same sector. However, this transmission of power to the agent from the principal can contribute to tensions between both actors.

The agency hazards primarily stem from the principal's concern that the agent will not act in his/her best interest. To deal with these hazards, the principal creates a set of incentives and monitoring mechanisms specifically designed to mitigate this concern. In the PBNGO context, from an agency perspective, donors can be conceptualized as principals, and staff as agents, such that it is a stewardship relationship (Van Slyke, 2007).

The critique of the theory is that it only considers the role played by the principal and the agent (Saloner, 1991). This does not bring out a significant consideration of such other factors deemed necessary for stake-holders profit maximization or satisfaction which may include internal structures like the structure for autonomy and resources that allow for realization of the organizational objectives. Also criticizing agency theory, Van Essen (2011) focuses on the different informal and formal institutional groups' existent in those contexts, particularly the role of ownership in the different contexts.

Originally dominant in the field of finance, agency theory has over the years continued to gain prominence among scholars in strategic management field. For instance, Munyoki (2015), in an assessment of interrelationship among organizational autonomy, Competitive Approaches, positioning and Kenyan state corporations' performance, whilst the government plays the key role of principal in the service charter of different state departments. The study takes the position that donors sometimes push their agenda into the strategic content of PBNGOs creating a mismatch between their agenda and PBNGOs agenda toward the targeted beneficiaries. To survive, PBNGOs have to employ autonomy to keep up with the donors' agenda by spreading their donor base through strategic fund seeking and engaging effective operational activities so that their initial agendas can be achieved.

The theory is relevant in the current investigation in that, ideally, PNGO managers seek to meet the interests of the stakeholders (donors). Agency problem may however occur in this case when the top executives (Agents) are not acting in the best interest of the donors (Principals). The scenario is more likely to occur when managers are given the autonomy to make decisions without much scrutiny. Whereas this may have negative implications if managers have vested interests in project endeavors, it may have desirable outcomes in instances where the managers leverage their discretion to address beneficiaries' needs and challenges. As such, Managerial Autonomy among PGNGOs ought to be encouraged but with certain precautionary guidelines at minimum cost in order to avert possible principal-agent problems between donors and PBNGO managers. The theory therefore supports the moderating role of Managerial Autonomy on the link between performance of organizations and tactics that are competitive among PBNGOs in Kenya.

The three theories that is Resource-Based View, Agency theory and Dynamic Capability theories intertwine to inform that study. By leverage the Competitive Approaches advanced by the Resource-Based View, PBNGOs realize improved performance. This is made possible by the adoption of quality decisions informed by the increasingly dynamic environment in which the PBNGOs operate, as advanced by the Dynamic Capability theory. Further, this association may or may not be enhanced when PBNGO managers have autonomy in the implementation of donor funded projects in order to realize value for the funds entrusted to them by the donors.

2.2.4 Porter's Generic Strategies

Porter (1980) developed a typological framework that includes three broad categories of tactics that are frequently employed by firms to gain and preserve a market edge. Cost leadership, focus and differentiation are a few of them. Under the cost leadership strategy, efficiency is emphasized. In this strategy, the company intends to experience curving impacts and take benefits of economies of scale by creating large quantities of standardized products (Sabir et al., 2021).

To achieve the broadest dissemination feasible is the associated supply strategy. Making the best of inexpensive product characteristics is a common promotional tactic (Saleh et al. 2021). This typically needs a significant market share advantages or preferential availability of raw materials, parts, manpower, or other crucial input to be effective (Sorguli et al. 2021). Without some these benefits, rivals may readily imitate the tactic. Process engineering expertise, easily manufactured products, ongoing availability to affordable capital, among other considerations, contribute to successful adoption (Akoi et al. 2021).

The goal of differentiation is to appeal to a large market by developing goods or services that are regarded as exceptional in their field. The firm or division may then charge more for its goods (Top & Ali, 2021). Customer service, design, technology, brand image, features, network, or dealers are all possible facets of this speciality. In a particular industry, differentiation is a potential tactic for generating above-average profits since the ensuing brand loyalty reduces customers' susceptibility to pricing (Ahmed et al. 2021). Cost increases are typically transferable to the customers. Customer loyalty can act as a barrier of entry, thus new businesses must create their own specific competencies to set themselves apart from the competition (Talim, et al. 2021).

The company focusses on a small number of target markets with this strategy. Additionally, it is known as a strategic plan or niche approach (Abdullah et al. 2021). It is intended that by concentrating your product offerings on one or two specific niche markets and customizing your marketing mix for these niche markets, you will be able to better serve your target market's demands. Instead of focusing on efficiency, the company often seeks to earn a competitive edge through efficacy. Although any business can use it, very small businesses are where it works best (Top & Ali, 2021). In order to achieve well above return on the investment, it may also be utilized as a focus strategy to choose targets which are less susceptible to alternatives or where a competitive environment is weakest (Ali & Anwar, 2021). Two versions of the focus strategy exist. A firm seeks a price advantage inside its target segment when it has a cost focus, whereas a company desires distinction in its targeted market when it has a differentiation focus (Ali et al. 2021).

A vast majority of extant studies have operationalized Competitive Strategies in their study by the three generic strategies. The study however takes the position that these are largely used in the context of private sector organizations owing to the profit-oriented modes of operation. In the non-profit sector however, PBNGOs are increasingly adopting Competitive Strategies that are more amenable to project implementation goals which this study operationalized as. These include the use of outsourcing, strategic alliances, joint ventures and innovation as successfully used in previous literature by Parnell (2011), Buul and Omundi (2017), Andrevski (2009) and Monyake et al. (2019).

2.3 Competitive Strategies and Organizational Performance

A thorough review of extant empirical literature pertinent to the concepts explored in the present study including Competitive Strategies, Managerial Autonomy, Decision Quality and Performance reveals that much of the extant studies exploring any of the predictor variables does not link the same to performance in the industrial context of PBNGOs. As such, none of the studies hereby reviewed used the same key performance indicators as used in the present study, that is operations within budget, relevance/suits purpose, completion time and sustainability. On the contrary, the reviewed studies have measured performance based on the metrics used in the private sector including profitability; and metrics used in the public sector including service delivery. Preceding studies have been undertaken to link performance of organizations and strategies of the competitiveness nature. Andrevski (2009) investigated the link among business performance, alliance networks, and competitive strategy among consumer electronics and personal computer stores in Kentucky.

Competitive strategy was divided into two categories in the study: advantage-enhancing strategies such as quality upgrades, product versions that are new, advertising that is creative, expansion of markets, sales incentives, and price reductions; and advantage-creating strategies such as innovation and proactivity. According to the findings of the research, the degree to which network structure has an impact on company performance is dependent on the internal capacities of the developed companies. The research was however focused on commercial businesses, which are distinct from the non-profit sector, which is where PBNGOs are classified.

Parnell (2011) studied performance and competitive strategy in Mexico, the United States and Peru. Using a survey research design, a positive association was found between innovative strategy orientation and performance satisfaction in all three nations. A negative association was however established in the relationship between performance and low-cost strategy orientation in Mexico, while in the USA, the link was positive. Peruvian firms were the most cost-oriented and the Mexican firms most innovative. The study only assessed the direct association between Competitive Strategies and performance, overlooking how the association could be affected by a moderating variable; conducted in context outside of Kenya.

Also in Mexico, Camison *et al.* (2014) focused on the mediating function of distinguishing qualities that are knowledge-based in determining the link between technical strategic partnership and company performance. The study's contradicting findings were ascribed to the establishment of knowledge on alliances that are technologically strategic arising from strategic alliance business performance.

In Australia, Ariyawardana (2008) avers that business performance is best elucidated by the RBV, which states that available resources are the primary determinant of which tactics should be adopted to achieve competitive advantage. The strategy should also allow businesses to respond to any unique difficulties offered by the outside world (Roller, 2016). NGOs ought to have the ability to carefully select best suited tactics in line with the needs of their organizations. None of the above studies focused their areas of study on PBNGOs. They were also conducted in contexts outside the country.

In Jordan, Khaled (2022) investigated the association between Organizational Performance and differentiation strategy. The study sampled 33 listed industrial companies at the Amman Stock Exchange. Findings from multiple regression analysis revealed no significant effect of differentiation strategy on Organizational Performance. The study sample consisted of Amman Stock Exchange, which are operationally different from PBNGOs.

In Pakistan, the study by Hsu (2012) utilized descriptive research design to establish that it is significant for firms to identify a strategy with a greater capability for performance to be realized. Companies that do not use any of the typical methods, according to Dess and Davis (2021), outperform those that do use at least one of the generic strategies. The strategies employed ensure the organization's resources are maximized, for the firm's objectives to be attained. Tin and Shu (2009) found in their study that Competitive Strategies to a smaller extent influenced firm performance. None of the above studies focused their areas of study on PBNGOs. They were also conducted in contexts outside the country.

In Malaysia, Analoui and Karami (2003) found that the development and implementation of strategies that are competitive are a vital component of the NGO's reality in carrying out its responsibilities. As a result, the ones which are able to capitalize on this value will gain a competitive advantage over their competitors. This is critical in ensuring that NGOs are able to receive donor cash and improve their reputation for trustworthiness. However, the findings were not unique to PBNGOs, motivating the current investigation.

In Turkey, Aykan and Aksoylu (2021) report in their study on how Turkish SMEs' qualitative and quantitative excellence is impacted by tactics that are competitive that product differentiation exerts a negligible effect on Performance. Further, Mohammed and Aliqah's (2012) investigation on how the performance of listed Jordan companies is predicted by differentiation strategy revealed that the performance of listed Jordan companies is not significantly predicted by differentiation strategy. The studies sampled Turkish SMEs and listed Jordan companies, which are operationally different from PBNGOs.

In a desktop review, Spyros et al. (2016) studied wholesale provision of broadband services with reference to associated policies such as alternative pricing strategies. Firms require strategies of the competitive nature to help them overcome the competitive barriers presented by their operating environment and attain both a competitive edge and improved company performance. It was thus suggested that Decision Quality shapes Competitive Strategies in order to achieve effective Performance within the realm of sustainable competitive advantage. The study was however not specific to PBNGOs, and therefore findings may not be inapplicable in the current investigation context.

Azim et al. (2017) did an empirical analysis of company performance and strategy that is competitive and discovered that a manufacturing firm can achieve competitiveness and performance by increasing efficiency and productivity through better delivery reliability, rapid reaction, and flexibility. The study used a desktop review design rather than the descriptive cross-sectional survey used in the current investigation.

In another desktop review, Olson and Slater (2015) studied the performance, competitive strategy, and balanced scorecard and found a strong and positive association. It is noted that success presupposes different requirements for different product-market strategies. As with organizational processes and structures which are custom-made to help in executing a particular strategy, so should the performance importance assumed by an organization. The reason of this method motivates the motive as to why many executives have assumed a balanced scorecard method to assess Organizational Performance. Balance scorecard however suggests that all measures are similarly significant in all environments.

The study however failed to perform indirect effects of the independent variables on the dependent variable to assess the any indirect causal associations thereof. Olson and Slater (2015) suggest the multiple-indicator technique to determine firm performance, but contest the notion that all indicators are correspondingly significant regardless of the product-market strategy adopted. The study sample consisted of commercial enterprises which operate different from PBNGOs.

In Nigeria, Akingbade (2015) examined how organizations could execute Competitive Strategies with a view to enhance retention, customer satisfaction, and loyalty. His study stated three null hypotheses to test the association between customer satisfaction and lower prices, customer loyalty and uninterrupted trunk services and retention and customer complaint handling. The study sampled customers by using telephone services from Lagos State. The study revealed that there is an association between Competitive Strategies, its constructs and telecommunication companies' performance.

The study further recommended that telecommunication service operators take up Competitive Strategies since it can positively influence their performance hence realizing competitive advantage. This study was done in Nigeria and its variables differed from the ones in this study. The foregoing review focused on studies assessing how Competitive Strategies directly affect Organizational Performance, in which a mix of findings, conceptual differences and study contexts were noted presenting gaps for the present study.

With regard to SME companies in Ghana, Yanney (2014) investigated how business strategy impacts Organizational Performance, with a particular emphasis on the manufacturing industry. Organizational performance is shown to be significantly influenced by corporate strategy. The prior study, on the other hand, focused on commercial enterprises, which are fundamentally dissimilar from the third sector, which includes PBNGOs.

In Kenya, Makina and Oundo (2018) adopted a desktop analysis approach to study how organization excellence is impacted by tactics that are competitive, with reference to the sugar industry in Kenya. The study however found that performance of sugar companies in the country is not affected significantly by differentiation strategy. The study was however conducted in the sugar industry context which is operationally dissimilar from the way PBNGO's work, hence a contextual gap in literature.

Kago et al. (2018) investigated the relationship between performance of organizations and tactics that are competitive among petroleum companies in Kenya, employing a correlation survey research design. They discovered that Competitive Strategies such as cost leadership, focus strategy, differentiation and improve business competitiveness. The research solely considers direct impacts, with no consideration given to any aspect of mitigation. The direct impact, on the other hand, is examined in the current research in relation to moderation and mediation.

Buul and Omundi (2017) performed an investigation of the competitive tactics and performance of small and medium-sized businesses in Kenya, specifically with regard to the Nairobi central business area. Using a descriptive correlation methodology, it was discovered that market focus differentiation, strategic alliances, and cost leadership had a positive and substantial impact firm performance. The study was however conducted in the sugar industry context small and medium-sized businesses in Kenya which is operationally dissimilar from the way PBNGO's work, hence a contextual gap in literature.

Muia (2017) explored how competing strategies affect industry performance using data from Kenya's insurance market, showing a strong and positive relationship between differentiation, cost leadership strategy, and focus and insurance performance. The study only assessed the direct effects overlooking any element of moderation. In the current investigation however, both moderation and mediation are assessed beyond the direct effects.

Aitikiya (2015) investigated how Competitive Strategies influence the performance of manufacturing companies in Kenya, and found that strategies of the competitive nature have been widely adopted by Kenyan firms in the manufacturing industry in order to gain a competitive edge in the market arena. Furthermore, the survey study methodology used showed that the manufacturing firms' excellence in Kenya is favorably and substantially affected by cost leadership and differentiation strategies that are focused on cost reduction. It was determined that competitive intensity was a moderating variable in the research, which concentrated on manufacturing companies. The current research, on the other hand, conceptualizes management autonomy as a moderator, with a particular emphasis on PBNGOs.

In their study on the joint effect of strategic positioning, organizational autonomy, and Competitive Strategies on the excellence of Kenyan state institutions, Munyoki and K'Obonyo (2015) used differentiation, cost leadership, and focus as measures of Competitive Strategies. They discovered that positioning, organizational autonomy, and competitive strategy all have an impact on Performance. However, the research focused on commercial businesses, which are distinct from the non-profit sector, which includes PBNGOs.

Muthoka and Oduor (2014) also looked at the effect of strategic alliances on Performance in Nairobi's CBD. Using a correlation methodology, the researchers discovered a negative and substantial association between technology strategic alliances and performance. However, the study showed no statistically significant link between supermarket performance and alliances that are technologically strategic. The study employed different competing strategy measures than the ones used in the current study.

Kenyan corporate organizations were studied for the moderating effect of strategic human resource management on the association between Competitive Strategies and firm performance in a survey conducted by Waiganjo (2013), and the results revealed that financial inducements, selective resourcing, the sharing of information, and extensive training all had a positive impact on firm performance. However, the research focused on Kenyan corporate organizations, which are distinct from the non-profit sector, which includes PBNGOs.

Mwangi and Ombui (2013) examined how mission hospitals' performance in Kenya is influenced by tactics that are competitive. They examined responsibility activities, marketing portfolios with sufficient capital and human resources, length of time in the industry, market share position, convenience retailing and social brand images. It was concluded that the performance of the hospital was impacted greatly to the least by market/product development strategies, market focus, cost leadership and differentiation in that order of respectively. The study was however conducted with a focus on hospitals whose mode of operation is different from PBNGOs which is the focus in this study.

In their study, Kamalesh et al. (2012) looked at the relationship between company performance and orientation towards market for differentiation and low-cost methods. According to the findings of the study, hospitals that pursued a differentiation strategy were more market oriented than those that pursued a cost leadership strategy. Market orientation was also found to have a greater favorable impact on Organizational Performance in organizations that pursued a differentiation strategy versus those that pursued a cost leadership approach. For the cost leadership group, the inter-functional coordinating component of market orientation was also found to have a greater impact on firm performance. However, the research was done among hospitals, which run differently than PBNGOs.

2.4 Competitive Strategies, Managerial Autonomy and Organizational Performance

When it comes to a company's long-term survival, the connection between its performance, competitive tactics, and management liberty is of paramount importance. Han and Hong (2020) conducted an investigation on the role of autonomy in the link between public Performance of organizations and accountability in the United States federal government. According to the findings of the study, employee autonomy increases the extent to which responsibility has a positive impact on Performance in two human resource management activities: compensation and hiring.

According to the findings of the study, management autonomy reduced the connection between responsibility and performance, a result that may not hold true in the relationship between Organizational Performance and Competitive Strategies. The research was also carried out in regard to public institutions in the United States, which is operationally different from the Kenyan PBNGO context, resulting in a gap in the existing body of research.

In Michiga, the United States, Nahrgang, and Morgeson (2017) found that the advantages of task autonomy are dependent on a diversity of both task and organization related structural mechanisms. A specific structure that is mismatched with high task autonomy levels may characterize one task. While in one instance task performance may be negatively affected by autonomy, successful task completion may be associated with another. As such, the degree to which performance is impacted by autonomy is dependent on a number of factors linked with the organizational structure and the task. The study however focused on Managerial Autonomy leaving out Competitive Strategies as an independent variable and only focused on job autonomy.

In the United States, Moynihan (2016) investigated the connection between management discretion and managing for outcomes in state governments. The study's goal was to see whether the program's adoption enhanced public organization accountability and performance. It was uncovered from the outcomes that organizational effectiveness and strategy implementation have a negative relationship with customer influence, whereas the ability of the media and the general public to influence the agency has a strong positive impact on both performance and strategy formulation. The research was carried out in the United States, which is a developed economy with a different backdrop than Kenya.

In New Delhi, India, Jafri (2018) examined the association between employee creativity and character-based emotional intelligence and the **m**oderating role of job autonomy. The research randomly sampled 233 staffs at different job cadres with a focus on two financial institutions.

In the study, it was uncovered that while employee creativity is significantly and positively predicted by character-based emotional intelligence, job autonomy did not strengthen or weaken the association between employee creativity and emotional intelligence. The study however focused on job autonomy which is conceptually different from Managerial Autonomy. There was further no express linkage to the concepts of tactics that are competitive and excellence in organizations.

Also in India, Sisodia and Das (2021) discovered in their research that job autonomy as a performance development strategy has a strong relationship with Organizational Performance. Furthermore, Pathak and Das (2016) uncovered a substantial and constructive link between work autonomy as a strategy and organizational effectiveness, with an increase in job autonomy favorably affecting Organizational Performance. The foregoing studies however focused on the broader concept of job autonomy while the present study focused on the narrower concept of Managerial Autonomy.

In Indonesia, Abdillah and Mursalina (2018) who conducted an empirical review of how Job Autonomy Moderates the linkage among organizational commitment antecedents in Indonesia. They revealed in their study that job autonomy does not have a substantial interactive effect on the linkage between organizational commitment and work-family conflict as well as work overload perception. The study however focused on job autonomy which is conceptually different from Managerial Autonomy. There was also no express linkage to the concepts of tactics that are competitive and excellence in organizations.

Andrews et al. (2016) contend that greater Managerial Autonomy or managerial discretion is an undisputable requirement for attaining superior performance, and competitive advantage. Halaby and Weakliem (2021) argued that job autonomy must be explored as a vital strategy in order to comprehend how Organizational Performance is attained. Hodson (2020) emphasizes that job autonomy is imperative as it delves into the very motivation of the workers to perform their best adding that without some minimum dignity and control, work is unbearable.

Spector (2016) observes that other desirable organizational outcomes have also been associated with increases in job autonomy including decreases in absenteeism, stress, as well as turnover, whereby higher job autonomy perceptions are associated with less turnover. The studies however left out Competitive Strategies as an independent variable and only focused on job autonomy.

In a desktop review, Gagne and Deci (2015) observe that performance and autonomy are not only related, but that autonomy causes performance. The study arrived at this finding through a longitudinal research design with autonomy as the predictor variable and Organizational Performance the dependent variable. The studies also majorly focused on the direct relationship between Managerial Autonomy and Organizational Performance leaving out Competitive Strategies. However, in the previous research, Managerial Autonomy was seen as an independent variable. However, Managerial Autonomy is a moderating element in this research.

Turner and Lawrence (2015) consider autonomy as a strategy of empowering the worker to enable them bring out their best hence more productivity in carrying out the assigned task which translates into improved Organizational Performance. While there exists in literature strong support for the first two dimensions in relation to their effect on Organizational Performance, mixed results have been established in the third dimension. For better Organizational Performance, Halaby and Weakliem (2021) said that experienced workers must have freedom and choice in both procedural and substantive work elements. The research primarily focused on the express linkage between autonomy of managers and excellence of organizations, ignoring competing strategies. The studies were however not specific to PBNGOs presenting a contextual gap that the present study set out to address.

According to Greenhaus and Callanan (2014), having considerable liberty to determine work projects, to set work schedules, and to decide how a job gets executed, and is strategic for performance-driven organizations. Breaugh and Becker (2014) asserted that job autonomy as a job's design strategy may be the most important assurance for Organizational Performance.

A study by Ugboro and Obeng (2014) indicates that superior financial returns are only obtained when an organization is able to create dedicated and capable decision makers with the required level of independence that enable them to execute the processes effectively and attain better returns. The study was however not specific to PBNGOs presenting a contextual gap that the present study set out to address.

Hackman and Oldham (2013) assessed job autonomy as measured by the discretion and independence that employees had in determining when and how to work. It was concluded that autonomy in the work place assures performance improvement. The foregoing studies also focused on the broader concept of job autonomy while the present study focused on the narrower concept of Managerial Autonomy.

Freidson (2013) adds that having significant autonomy over the core work responsibilities at the occupational level of analysis is an important aspect of a profession and leads to better organizational commitment and therefore performance. The studies were however conducted on developed economies hence findings thereof may not be generalizable to the Kenyan context.

In their study on job autonomy and Organizational Performance, Naqvi et al. (2013) established a positive and strategic effect upon organizational commitment. They recommend that to remain committed and for assured organizational productivity and performance, job autonomy ought to be reinforced among employees. They likewise established that employees who work in the Pakistan Tobacco industry are less autonomous and as a result not committed to their respective workplaces and therefore high turnover probability. The study however focused on job autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; job autonomy conceptualized as independent variable. The present study narrows down to Managerial Autonomy as moderating the connection between Organizational Performance and Competitive Strategies.

Breaugh (2012) categorized job autonomy into three, including method autonomy, scheduling autonomy and evaluation criteria autonomy. Breaugh (2012) argues that the method autonomy dimension includes authority over the procedures and processes used to work. Conversely, scheduling autonomy concerns the capacities to choose how long and when to labor. Criteria autonomy refers to the freedom of workers to choose their own standards and assessment criteria. The three aspects of autonomy were shown to have a substantial impact on organizational effectiveness. However, the majority of the research concentrated on the direct link between Managerial Autonomy and organizational success, ignoring competing tactics.

Job autonomy as an organizational approach for performance improvement, according to Simpson (2012), may be evaluated at different levels of analysis. Job autonomy may be studied at three levels: organizational, occupational, and individual. Organizations would be required to punish, assess, and guide employees via different control mechanisms as a result of the study. However, the research was not tailored to the Kenyan setting, leaving a void for the current investigation.

Another study by Ogbonna and Harris (2013) evidenced that superior firm performance presupposes competitive strategy with a special emphasis given to Managerial Autonomy, which plays a vital role in the application of managers' own competencies and resource alignment including technology, finances and the workforce. These aspects may enable organizations forestall the capabilities that the firm may review to realize improved future performance as well as put in to building agreement. The study was however not specific to PBNGOs hence the need for the present study.

Spector (2012) found in his job autonomy meta-analysis that organizational productivity is predicted by job autonomy. Job autonomy increases have further been linked with enhancements in Organizational Performance by many other researchers (Parker et al., 2011; Bono & Judge, 2013; Kemp et al., 2013). In the foregoing studies however, the focus was more on the direct relationship between Managerial Autonomy and Organizational Performance leaving out Competitive Strategies.

According to Dave (2009), the big firms may utilize resources by speeding up organizational learning and achieving objectives by adopting distinctive Competitive Strategies and exercising Managerial Autonomy in their implementation, thus impacting performance. In the PBNGO sector, overall Organizational Performance indicators include effectiveness, efficiency, relevance, and financial sustainability (Venkatraman & Ramanujam, 2004). The results of the previous research were generic to businesses and not particular to PBNGOs, thus they may or may not apply to the current study. This creates another gap in the research.

Wanjiku (2016) explored in her study, how organizational commitment is affected by employee empowerment in Kenya civil service. In the study, Wanjiku (2016) measured job autonomy in terms of accessibility to relevant information, resources, support and opportunities. The study found that organizational commitment significantly affects employee empowerment in Kenya civil service. The study did not however show the moderating role of Managerial Autonomy on the link between tactics that are competitive and excellence in organizations.

In another study, Kariuki and Murimi (2015) assessed how Performance of organizations is affected by employee empowerment of Tata Chemicals Magadi Ltd, Kenya, freedom and discretion were adopted as measures of job autonomy. In the study, Kariuki and Murimi (2015) used non-financial indicators such as internal business process, customer focus, growth, learning, and corporate social responsibility as indicators of Tata Chemicals Magadi Limited's performance, while job autonomy was used as a dimension of employee empowerment. A positive association was report between Performance of organizations is affected by employee empowerment. The study was however linear in conceptualization, and focused on job autonomy which is operationally different from Managerial Autonomy.

Munyoki (2015) found in his study that the association between performance and Competitive Strategies adopted by state corporations in the country is moderated by organizational autonomy. Employing a descriptive cross-sectional census survey, the study focused on job autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; overlooked the mediating role of Decision Quality; focused on public sector. The present study adopted a narrower concept of Managerial Autonomy and assessed whether it moderated the association between Organizational Performance and Competitive Strategies; and the relationship mediated with Decision Quality with a focus on PBNGOs.

Waiganjo (2013) sought to determine how Competitive Strategies moderate the connection between performance and strategic human resource management in Kenya and their insignificant moderation of cost led human resource strategy on the association between firm performance and human resource management of the Kenyan manufacturing organizations. The study conceptualized strategic resource management as the moderator while the present study adopted the concept of Managerial Autonomy. The foregoing review focused on studies assessing the association among Competitive Strategies, Managerial Autonomy and Organizational Performance, in which conceptual differences and study contexts were noted presenting gaps for the present study. The next section focuses on studies that have assessed the relationship among Competitive Strategies, Decision Quality and Organizational Performance.

2.5 Competitive Strategies, Decision Quality and Organizational Performance

Omri and Boujelbene (2018) assessed the mediating function of Decision Quality on entrepreneurial team success and team dynamics. Building upon data gathered from 225 entrepreneurial teams sampled from Sfax region. Analysis from a structural equation modeling, the results show that among entrepreneurial teams, shared leadership positively and indirectly affect entrepreneurial teams' success. It was however found that Decision Quality does not significantly intervenes the association between entrepreneurial teams' success and communication.Yu et al. (2017) conducted an empirical study on how Decision Quality intervenes in the association between excellence of firms and management of information with reference to Chinese entrepreneurs. Utilizing structural equation modeling and a questionnaire in a self-administered fashion to gather data from Chinese entrepreneurs, the study found that found that Decision Quality does not significantly intervene in the association between firm performance and knowledge management. The study context was however, Chinese entrepreneurs, hence the findings may not be applicable in the Kenyan context.

In a 4-year longitudinal study, Baum and Wally (2017) examined how firm performance among 318 large corporations is influenced by strategic decision speed, as well as the organizational and environmental features associated with decision speed. Results showed that firm performance is predicted by fast strategic decision-making, which also mediates the association between organizational and environmental factors and firm performance. The study however focused on commercial enterprises and strategic decision speed was used to mediate between organizational and environmental factors and firm performance. This may not be replicated in the association between performance of organizations and strategies of the competitive nature in the PBNGO context.

Aksoy et al. (2017) conducted a study on Decision Quality measures in recommendation gents and found that environmental scanning enhances Decision Quality as indicated by preference-dependent measures which includes relative utility, biased additive utility and Euclidean distance; preference-independent indicators which includes attribute sum, dominant alternatives, and attribute difference; as well as subjective measures which includes interest, fit, liking, satisfaction and confidence. Decision quality was in the study however conceptualized as dependent variable while the same is a mediating variable in the current investigation. The real strategic planning value according to Kaplan and Beinhocker (2017) is not strategic plan developing, rather it is to enhance decision-making and Decision Quality within the management teams. Since real strategies are made on a real-time basis, the strategic planning objective is to guarantee that decision-makers share common facts, comprehend the business, and are agreeable to significant assumptions.

Corporate strategy according to Andrews et al. (2016) mirrors the patterns of decision that reveal principal policies, goals, contributions to customers, shareholders and communities and plans. Decision quality was in the study however conceptualized as dependent variable while the same is a mediating variable in the current investigation. While measuring Decision Quality as the number of correct decisions divided by the total number of decisions, Ge and Helfert (2016) concluded that not all aspects of market orientation as a competitive strategy are equally effective in improving Decision Quality for improved Organizational Performance. The quality of the decision is seen as a dependent variable. The intervening variable between organizational success and competitive tactics is Decision Quality.

Thomas et al. (2016) assert that at the organization level, confounding decisions are matters of limited choice, tradition, rationality, and basic human propensities to maintain cognitive balance by addressing some aspects of information while subconsciously evading others. Comprehending the various approaches, decision-making phases, tactics and strategies available will aid in improving Decision Quality. The studies were however not specific to PBNGOs and therefore the findings thereof might be inapplicable to the present study.

According to Boyne and Walker (2015) decision-making is unpacked under the unrealistic or realistic strategic decisions. Najdenov and Makhoul (2015) found that predictive analytics as an environmental scanning strategy enhances the quality of decisions as measured by information availability, the speed of making decisions, speed of identifying the problem, problem-solving accuracy, and participation of lower cadre employees in decision-making. The study however only focused on the decision-making process leaving the concept of Decision Quality. In the study to examine the effects of decision-making in organizations.

Grunig and Grunig (2015) suggested that public relations' worth to the concept of strategic management is clarified when strategic management is assessed as the ground on which imperative organizational challenges are recognized and solutions to the problem provided. They further contend that the major actors in the field of making decisions fail to make balanced conclusions as envisaged by classical economists. However, the investigation was not particular to PBNGOs hence results might not be applicable to the current study focus.

According to Bengfort (2015), the most substantial improvements in the practice of public relations stems from the ideologies essential to most of the developing thoughts on Competitive Strategies. These include the observation that a progressively unpredictable environment is increasing the imperative for some strategic decision-making concept; developing Competitive Strategies is less formalized and positivistic, and decision-making to this effect ought to be more aware of unexpected developments, competing interests and political ambiguities. The study however conceptualized Decision Quality as a factor of Competitive Strategies which is not the case in the current investigation.

Umukoro (2015) offered that the making of Competitive Strategies must be widened to accommodate new perspectives and voices. Langley et al. (2015) found that though vital to the organization's performance, executive decision-making is questionably done as most overlook strategic thinking. Langley et al. (2015) add that poor decision-making can be attributed to the strategy-making process, which opinions are heard, how decisions are outlined, as well as whether or not decisions are perceived as part of a continuing process or distinct. The studies however only focused on the decision-making process leaving the concept of Decision Quality. In the study to examine the effects of decision-making in organizations.

Wieder and Ossimitz (2021) investigated the indirect and direct effects of business intelligence management quality on managerial decision-making quality of IT firms in Australia. Wieder and Ossimitz (2021) found that data quality does not significantly mediate the relationship between business intelligence management quality and managerial decision-making quality. The study context was however, IT managers in Australia, and the findings may therefore not be applicable in the Kenyan context.

According to Keren and Bruin (2020) there is a high need for decision-making improvement and change among organizational executives while accommodating innovativeness, market analysis, globalization, technology, diversity, policy, leadership effectiveness and teamwork in order to improve Organizational Performance. In the studies however, Decision Quality conceptualized as dependent variable; employed qualitative approaches. In the current investigation however, Decision Quality forms the intervening variable between Organizational Performance and Competitive Strategies; the study is positivist employing quantitative approaches.

Nutt (2014) observed that Decision Quality could be improved by scanning the environment, establishing an objective direction, managing decision-making personally, and managing the political and social forces that may lead to challenges. In a psycho evaluation of a new instrument used for breast cancer chemotherapy with a view to measure Decision Quality, Lee et al. (2014) established that innovativeness positively influences Decision Quality. The studies conceptualized Decision Quality as an outcome of Competitive Strategies which is different in the current investigation.

Kaltoft et al. (2014) suggest that innovativeness in patient-centered care improves decision-making among patients in comparable research in healthcare on evaluating Decision Quality in patient-centered care needs a preference-sensitive metric. The studies were however experimental in design which is methodologically different from the present study. Politi et al. (2014) further argue that the process of making Competitive Strategies is more than setting direction and determining goals; an important role is played by the process in critical decision-making, determining the degree of authority held by an organization's constituencies and organizational communication. The studies however present Competitive Strategies as a product of Decision Quality which is conceptually different from the present study.

Harrison and John (2014) identified four phases that strategic management process must pass through in order to address increasing size, environmental complexity and diversity: forecast-based planning; basic financial planning; strategic management; and externally-oriented planning. The study also presents Competitive Strategies as a product of Decision Quality which is conceptually different from the present study. Lapinski (2014) found that when executed at all three levels of decision-making, strategic management was most effective. He argued that: top management makes strategic decisions regarding the social responsibility and corporate mission at the organizational or highest level; at the supple specialty level, upper and middle management makes decisions affecting groupings of stakeholder disquiets; and at the functional level, departmental managers collect elementary information and make decisions on strategic programs. The study was however not specific to PBNGOs.

Andersen (2014) argues that Competitive Strategies enable group's reasoning ability resulting in effective decision-making. To survive the dynamic and vibrant business environment, executives ought to punctually prepare themselves with sufficient information and convert it into action. In generating an innovative and effective solution, strategic planning and decision comprehensiveness can supplement each other and coexist. The study however had conceptualized Decision Quality as their dependent variable while in the current investigation, the same is a mediating variable.

The strategies are formulated and implemented while taking into consideration how quality decisions affect a particular strategy. According to Delano et al. (2014), making a good decision is even more difficult when the decision entails indeterminate information. The study however focused on Decision Quality leaving out Competitive Strategies as an independent variable.

A study by Rogers and Blenko, (2012) found that high performers are organizations driven by their decisions that lead to the choice of better strategies and sets apart high performers. In Ghana, Kuada and Buame (2010) argue that Decision Quality is critical for any firm. Decision quality is essential to firm performance. The choice of Competitive Strategies by an organization may be influenced by a number of factors, among them Decision Quality in place as perceived by decision makers. Therefore, strategic responses enable the firm to come up with quality decisions and to accomplish the organization's objectives (Peace & Robinson, 2007). The studids context was however both outside of the country and not specific to PBNGOs, hence the present study.

Munjuri (2013) discovered that the quality of decisions mediates the impact of human capital on business performance. The research evaluated the quality of choices based on their alignment with the strategic plan, external environment analysis, and internal organizational factors analysis. However, the research focused on commercial banks and found that Decision Quality was mediated by human capital and performance. In this research, Decision Quality was shown to be a mediator between competitive tactics and Performance of PBNGOs in Kenya.

The foregoing review focused on studies assessing the association among Organizational Performance, Decision Quality and Competitive Strategies in which conceptual differences and study contexts were noted presenting gaps for the present study. The next section focuses on studies that have assessed the relationship among Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance.

2.6 Decision Quality and Organizational Performance

Siebert (2018) who empirically tested how decision training influences personality traits and Organizational Performance among business leaders in Bayreuth, Germany. Sampling 1,013 decision analysts/makers and utilizing longitudinal data, the study revealed that Organizational Performance and proactive cognitive skills are not significantly influenced by decision training. The study however focused on business leaders in Bayreuth, Germany which are operationally different from PBNGO managers.

In like manner, Mumford et al. (2021) showed that there is lack of knowledge, quality, education and leadership styles related with comprehensive decision-making, hence the observed poor Organizational Performance. They either ignore or neglect processes of decision-making that result in improved missions, strategic plans, goal attainment, vision and of their companies. Considering that choices are made on a daily basis by managers and leaders in their workplaces, Finkelstein and Hambrick (2020) suggest that decision-making by the leadership is both a major driver of organizational results and a fundamental component of all management activity. The study context was however both outside of the country and not specific to PBNGOs, hence the present study.

According to Bosque and Collado (2022), comprehending the main determinants of decision-making quality in organizations helps manage Organizational Performance. It shows when leaders can make a decision without strict timelines; the functional participation forms; when a leader has the freedom to make decisions; when a leader is experienced in applying techniques that are participative; as well as when the lower cadre employees have the pertinent knowledge to implement and discuss the decision. The foregoing study however conceptualized as Decision Quality as the dependent variable. In the current investigation however, Decision Quality is a mediating variable.

As stated by Santos et al. (2016), decision-making among managers and leadership is usually of critical prominence and distinctive importance because it affects the fate of all employees, the entire organization, and organizational outcomes. This is true regardless of the size and nature of the organization. They add that formulating quality decisions among leadership and identifying critical situations on the entire organization's behalf has been acknowledged by both academic and organizational researchers as an essential aspect of the management processes and effective leadership. The study however only assessed Decision Quality as an independent variable alone overlooking its role as mediator.

Negulescu and Doval (2014) conducted a study on how decision-making process influence organizational effectiveness among Romanian SME managers. The process of gathering data employed the use of a questionnaire of the Likert type baring three (3) questions. It was revealed in the study that decision-making process does not significantly influence organizational effectiveness. The study however focused on SMEs which are operationally different from PBNGOs.

McKenzie et al. (2019) conducted a review on strategic talent management and research agenda. The study found that Decision Quality has a significant effect on company success and is often influenced by both internal and external stakeholders. Companies with greater autonomy were more likely to participate in Decision Quality, efficacy, and achieve both a competitive advantage and better firm performance than those with little or no autonomy. The study did not however demonstrate an indirect linkage between performance of organizations and strategies of the competitive nature.

In his study, Yukl (2015), identified quality decision as among the major precursors of Organizational Performance. He adds that all decision makers and leaders in organizations ought to bear in mind that an effective leader is defined by ability to the organization to achieve common goals and realize desired outcomes within the time frame and with cost efficiency. The foregoing study also assessed Decision Quality as an independent variable alone overlooking its role as mediator.

Finucane et al. (2015) sought to characterize the quality of the decision made and assess its potential to improve Organizational Performance. The study sought to anticipate a variety of methods from researchers working on a wide range of topics (economy, psychology, computer sciences among others). In order to incorporate all of the important factors in the satisfaction analysis, the research created a theoretical model. The previous research, on the other hand, was a desk review, which differs from the current one in terms of methodology.

Thomas et al. (2015) identified several significant aspects that may affect leadership decision-making in organizations with implications on Organizational Performance. These include: cognitive biases, past experience, age and an increase of commitment. In both of the foregoing studies however, Decision Quality was also conceptualized as the dependent variable, with a variety of antecedents. In the current investigation however, Decision Quality is a mediating variable.

According to Baron and Hershey (2014), information plays an essential part in decision-making, and they assessed the impact of relevant and irrelevant data on choice assessment. To understand how to arrive at good Decision Quality for optimal performance, it is essential to analyze and understand the means to arrive at the decision (Eppler & Helfert, 2014). As such, when arriving at deductions from the findings, there is need for one to give importance to the process. The study context was however both outside of the country and not specific to PBNGOs, hence the present study.

Delano et al. (2014) aver that Decision Quality is determined by the meticulousness with which all pertinent technical and leadership issues are considered. Making good quality decisions to improve Organizational Performance entails evaluating multiple alternative and making trade-offs then choosing the alternative that offers the best value to the decision maker (Delano et al., 2014). The study however failed to assess Decision Quality as a mediating variable, present a case for the present study.

The authors of an empirical review, Acevedo and Krueger (2014), claim that decision-making among leaders in companies has evolved into one of the most complex, dynamic, and difficult areas of management and leadership future study. They link organizational failures to the ways in which decision makers think and the manner in which they carry out the change process. The preceding studies, on the other hand, are desktop reviews, which vary from the design used in the current research in terms of methodology and scope.

According to Ejimabo (2013), decision makers want to spend the least amount of money possible to obtain the greatest Decision Quality. Different combinations of information quality dimensions may produce the same Decision Quality. As a result, there may be an optimum mix of low costs and high Decision Quality, and therefore performance. Exploring the best balance of information quality aspects would therefore be beneficial. In the foregoing studies however, Decision Quality was only assessed as an independent variable but not also as a mediating concept in the association between Organizational Performance and Competitive Strategies, hence the present study.

Keren and Bruin (2020) examined the Decision Quality assessment using the utility, conflict, and accountability models and addressed the debate between an outcome-oriented and process-oriented approach in order to assess Decision Quality for optimum Organizational Performance. They emphasize that the first step in making a choice is to "get appropriate information." In both of the foregoing studies however, Decision Quality was conceptualized as the dependent variable, with implications on Organizational Performance. In the current investigation however, Decision Quality is a mediating variable.

Fisher et al. (2013) looked at how data quality information about experience level and time might be used. Decision quality was likewise conceived as the dependent variable in both of the previous research. However, Decision Quality is a mediating variable in the current research. Shiv and Fedorkihn (2012) add that under extreme reasoning load, willpower is weakened and that negative outcomes normally result when decisions come from a place of inexperience. The foregoing studies assessed Decision Quality from a psychological perspective with subjective approaches. The present study is positivist in nature employing objective approaches.

Higgins (2012) says that good quality decision has great outcome advantages including Organizational Performance improvements and low out-come costs, and that free of value from worth or outcomes, a regulatory fit is experienced when people use goal pursuit means which surges the worth of what they do. It is possible with this to comprehend that the quality of decisions in the standpoint of each contributor is associated with what they consider pertinent. The foregoing study was however not specific to PBNGOs, further presenting a case for this study.

Data quality metrics, according to Dillard (2012), should be used in decision-making algorithms. An experiment was conducted by Chengalur-Smith and Pazer (2012) to describe the impact of data quality information on decision-making. They presented two decision-making methods that yield optimum organizational outcomes: conjunctive decision-making and weighted additive decision-making, and then conducted numerous decision-making experiments using the two approaches while taking data quality information into consideration. The study context was however both outside of the country and not specific to PBNGOs, hence the present study.

A diversity of aspects determines the satisfaction of an element of decision-making with the decision: emotional variables (Chengalur-Smith & Pazer, 2012), the process (Lee et al., 2012), the outcomes (Delone & McLean, 2012), the factors that affect the situation (Ballou & Pazer, 2013) and expectations (Lee et al., 2012). The study however also conceptualized Decision Quality as a factor of information quality. In the current investigation however, Decision Quality mediates in the association between Organizational Performance and Competitive Strategies.

Keller and Staelin (2011) presented a model of how information quality and quantity influence Decision Quality for Organizational Performance. They defined decision effectiveness as "customer making an accurate evaluation in decision-making" in their paper. According to Glaholt et al. (2010), enhancing information quality using a systematic approach is one way to create a high-quality decision that promotes organizational success. Improving data quality and resolving decision-making issues using high-quality data may improve the accuracy or quality of the final choice. The study context was however both outside of the country and not specific to PBNGOs, hence the present study.

Leana (2009) showed that to realize optimal Organizational Performance, managers and leaders ought to evaluate all necessary options and their respective outcomes while bearing in mind that the entire organization, shareholders or employees will be affected by each of the decisions taken. Leana (2009) adds that for a comprehensive and sound decision-making, rational decision-making processes presuppose knowledge sharing, a considerable amount of time and valid of information. The study focused on leadership in general and not specific to PBNGO managers, hence a gap for the present study.

Leana (2009) found that the actual final decisions made and the number of proposed and discussed alternative solutions are significantly determined by leader behavior. To improve performance in view of the intricacies linked with many managers, leaders and organizations, sound decisions ought to be arrived at to enable the leadership influence firm growth by introducing new technologies, strategic techniques and development as well as maintaining the moral standards, vision and mission of the organization.

As a determinant of leadership behavior, the Decision Quality was evaluated in the previous research. This was not done in the current study, in which Decision Quality is evaluated as an independent concept. Moore and Loewenstein (2004) further highlight in their study on separate versus joint decision-making, the finding that first instincts are normally more emotional than logical. The study context was however both outside of the country and not specific to PBNGOs, hence the present study.

Mwangi (2012) explored the association between Organizational Performance and strategic decision speed that firm performance is not significantly influenced by strategic decision speed. The study employed the cross-sectional survey design sampling 10 respondents drawn from two organizations in the photography industry using purposive sampling technique. Findings from the primary information show that firm performance is not significantly influenced by strategic decision speed. The study however focused on firms from the photography industry which are operationally different from PBNGOs.

In her study on social capital, human capital, Decision Quality, employee empowerment and performance of insurance companies and commercial banks in Kenya, Munjuri (2013) offers that quality decision-making by management is vital for any organization and that strategic decision-making is essential to Organizational Performance. The major elements of decisions made daily by industry, government agencies and individuals are the available information, objectives of the decision maker and the potential alternatives. The study focus was however on commercial banks which are different from PBNGOs in both their operations and organizational structure present a gap for the present study.

Prior research focused on studies examining the direct impact of Decision Quality on Organizational Performance. A variety of results, conceptual differences, and study settings were identified, indicating a need for further research in this area, which was not addressed in the previous review. The next section discusses research that have looked at the connection between Organizational Performance, management autonomy, and competitive tactics in more detail.

2.7 Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance

The present section reviews studies that have assessed the integrative relationship among Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance. According to Stewart and Barrick (2021), the liberty to make independent decisions is increased when autonomy is granted. As such, awarding discretion to employees in settings presupposing high coordination could be ineffective or lead to poor performance as coordination and interaction decrease. Predominantly in instances of sequential or critical reciprocal job interlinkage, autonomous employees may hurt individual and employees' performance. Generally, individual responsibility decreases when interlinkage is high, and mutual alteration is essential for effectiveness and coordination. Stewart and Barrick (2021) similarly held that the advantages of individual employee learning and responsibility when job interlinkage are emphasized and facilitated when employees are given autonomy. The foregoing logic implies that the costs and benefits of employee autonomy is dependent on job interlinkage. The studies however focused on Managerial Autonomy and Decision Quality leaving out Competitive Strategies and performance.

Andrews et al. (2016) examined faculty autonomy perspectives from Taiwan. It was established in the study that Managerial Autonomy is more critical in organization where the principal-agent dynamic is more pronounced, in which case the managers' autonomy in decisions making has implications on their superiors, employees as well shareholders. The study was however not in express linkage to PBNGOs and therefore findings may not be inapplicable in the current investigation context.

In contrast, as Orton and Weick (2015) point out, when lower interlinkage characterizes work, employees can execute their jobs reasonably independently, and granting them higher autonomy would result in them taking advantage of exclusive job-specific knowledge absent interference with any prerequisite coordination among employees. The study however focused on Managerial Autonomy and Decision Quality leaving out Competitive Strategies and performance.

Similarly, Farh and Scott (2022) observed that whereas evidence abounds in literature with regard to desirable organizational outcomes as a result of decision-making autonomy among employees, it remains questionable whether the same affects cognitive ability of workers. The authors argued that the finding that poor performance has been associated with autonomy when controlling for motivational, contextual and individual differences implies that the desirable outcomes of informational mechanisms may be more multifaceted. The studies however focused on Managerial Autonomy, Decision Quality and performance leaving out Competitive Strategies.

Helfat and Peteraf (2015) studied the extent of perceived Managerial Autonomy in middle managers in Canadian governments and found out that the highest level of autonomy was recorded by public managers with regard to client consultation issues. Helfat and Peteraf (2015) further analyzed whether or not managers' autonomy had increased, during a period of strong governmental restructuring. The study found that governmental restructuring, managers formulate Competitive Strategies to enhance service delivery and organizational effectiveness. The study focused on the public sector which is different from the PBNGO sector.

Bowers et al. (2015) argues that the crucial dissimilarity between an autonomous employee and one without autonomy is that whereas the former has the leeway to decide about task execution, the other basically executes instructions in their task. The ultimate decisions are according to Hayek (2015), best handled by those who know the resources which are immediately available and have the capability to make the required changes under these circumstances. The foregoing studies focused on commercial entities which operate differently from PBNGOs.

Bowers et al. (2015) suggested that the autonomous employee is more mentally unfocussed from performing their task owing to involvement in two simultaneously separate activities that is evaluating alternatives and making decisions and the work itself. The study was however not specific to PBNGOs hence outcomes might be inapplicable to the current investigation. Hayek (2015) argues that autonomy is especially needed by modern firms to ensure its speedy adaptation to changes. Pursuant to this compromise, autonomy does not suggest a full transfer of decision rights to the manager, from the owner. The studies failed to demonstrate a linkage among the concepts in the current investigation.

Temprado et al. (2013) observe that when there is high job variability, some extent of employee autonomy ought to be extended to enable the successful completion of tasks. However, in cases of low job variability, employee job autonomy is not essential. Therefore, Temprado et al. (2013) offer that there is a moderate influence of task autonomy on the relationship between autonomy and performance in that when job variability is greatest, the desirable outcomes of task autonomy are greatest. The studies however focused on Managerial Autonomy, Decision Quality and performance leaving out Competitive Strategies.

Presenting a similar argument, Rubinstein et al. (2013), argue that task autonomy leads to double-task processing which denotes to the mental activity apparent when employees endeavor to either consecutively or simultaneously perform multiple tasks, in speedy repetition. Rubinstein et al. (2013) showed in their study that inefficiency and under-performance are the results of double-task processing when two tasks are simultaneously performed (Osman & Moore, 2013; Levy & Pashler, 2015). The foregoing can be attributed to switching costs and interference (Rubinstein et al., 2013). The studies were also not specific to PBNGOs hence outcomes might be inapplicable to the current investigation.

Interference, as espoused by Rubinstein et al. (2013) is the lessening of attention or mental resources for one task owing either to the inability to process two actions simultaneously or that mental processing one activity hurts the execution of the other (Temprado et al., 2013). On the other hand, switching costs are apparent when mental resources are deployed in the real mental processes necessary to switch between activities. The studies however focused on Managerial Autonomy and Decision Quality leaving out Competitive Strategies and performance.

The deprivation of dual-task performance owing to lessened ability to make decisions has been supported in literature (Temprado et al., 2013; Rubinstein et al., 2013; Pashler, 2014; Bowers et al., 2015). With either switching costs or interference, the decrements in performance linked to double-task processing are increased especially at the managerial level when tasks are more intricate (Rubinstein et al., 2001). The studies however focused on Managerial Autonomy, Decision Quality and performance leaving out Competitive Strategies.

These findings regarding dual-task processing as a result of autonomy have also been associated with the managerial concept multitasking (Wickens, 2012). That is, mental distraction will occur as a result of multitasking between decision-making and actual work owing to switching costs and interference which eventually result in poor performance. Whereas pertinent organization setting literature is scanty, Pesante et al. (2013) found in their study that multitasking negatively affects performance. The studies however focused on Managerial Autonomy and Decision Quality leaving out Competitive Strategies and performance.

Schminke et al. (2012) found in their study that task interdependence has a moderating effect on the association between performance and individual autonomy. Schminke et al. (2012) add that employees with greatly mutable jobs ought to be capable of changing or modifying their techniques to accomplish their tasks successfully. When employees are highly autonomous, they can perform competently, owing to their freedom over execution of their tasks. The studies however focused on Managerial Autonomy, Decision Quality and performance leaving out Competitive Strategies.

Kaya (2004) investigates the link between company performance, Competitive Strategies, and modern manufacturing technology (AMT). According to the findings of the study, the adoption of contemporary manufacturing technologies had a significant positive effect on the performance of the company. Researchers Guest et al. (2003) investigated information on the connection between the quality of decisions and their performance. One of the most important findings was that choice quality had an impact on Performance, which may be good or bad depending on the quality of the decision. The studies were however not specific to PBNGOs hence outcomes might be inapplicable to the current investigation.

According to Teece et al. (1997), proper Competitive Strategies in place ensure cooperation and coordination of management quality decisions resulting to better performance. Competitive advantage and performance depend on Managerial Autonomy and capabilities as well as engaging Decision Quality. It is through the quality of decisions that a firm can engage better combined Competitive Strategies to outperform competitors and enjoy the accrued benefits. The study was however exploratory as opposed to the descriptive cross-sectional survey employed in the current investigation.

2.8 Research Gaps

This section contains pertinent research gaps found during the preceding empirical review of literature in a tabular format. This will demonstrate the study's value by revealing the gaps that have been discovered in areas Competitive Strategies, Managerial Autonomy, Decision Quality and performance.

Table 2.1: Research Gaps

Study	Focus	Methods	Findings	Knowledge gaps	How the study addresses gaps
Parnell (2011)	Strategies of the competitive nature and performance in United States, Peru, and Mexico	Cross-sectional study employing factor analysis and ANOVA	In all three nations, an innovative strategy orientation was linked to higher levels of performance satisfaction. In Mexico, the relationship between performance and low-cost strategy orientation was negative, whereas in the United States, it was favorable.	Only analyzed the direct association between strategies of the competitive nature and performance overlooking how the association could be affected by a moderating variable; conducted in context outside of Kenya	The study sought to assess the role of moderation played by Managerial Autonomy on Competitive Strategies an Organizational Performance's relationship.
Letting (2011)	Decision quality and firm performance among	Descriptive survey, employing multiple regression analysis	Certain corporate performance measurements, management decision autonomy, and the engagement of the Board of Directors in strategic decision-making all have a link.	Focused on Decision Quality against Organizational Performance with no linkage to Competitive Strategies or Managerial Autonomy	Decision quality is regressed as a mediator between tactics that are competitive and excellence in organizations
Naqvi et al. (2013)	Organizational commitment, work autonomy, job happiness and organizational culture's moderating role	Cross-sectional design employing a moderated regression analysis	With organizational culture functioning as a moderator, greater job autonomy leads to improved job satisfaction and organizational commitment.	Focused on job autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; job autonomy conceptualized as independent variable	The study narrows down to Managerial Autonomy as interacting with Competitive Strategies to influence Organizational Performance

Table 2.1 Contd'…

Munjuri (2013)	Quality of decisions, employee empowerment, Human capital, commercial banks and insurance firms' performance in Kenya and social capital	Census survey and performed a multiple linear regression analysis	Quality of decisions mediates the link between firm performance and human capital	Decision quality mediated against human capital and performance; focused on commercial banks	Decision quality mediated against Organizational Performance and Competitive Strategies, focusing on Kenyan PBNGOs
Langfred and Moye (2014)	Task Autonomy, Performance, Structural Motivational and Informational Mechanisms	Descriptive cross-sectional design employing stepwise regression analysis	Task autonomy, individual traits and organizational design	Focused on task autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; task autonomy conceptualized as independent variable	Narrows down the concept to Managerial Autonomy, conceptualized as a moderating variable
Aitikiya (2015)	The interacting influence of competitive intensity on Performance and Competitive Strategies among Kenyan manufacturing firms	Descriptive survey employing standard F-test, T-test and ANOVA	Competitive Strategies did not significantly interact with competitive intensity to influence firm performance	Intensity of competition conceptualized as the interactive concept; in reference establishments in manufacturing	The study conceptualizes Managerial Autonomy as the moderator with a focus on PBNGOs
Munyoki (2015)	Performance, positioning, Competitive Strategies and organizational autonomy of Kenyan state corporations	Descriptive cross-sectional census survey employing stepwise regression analysis	Competitive Strategies interacted with organizational autonomy to influence firm performance among Kenyan state corporations	Focused on job autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; overlooked the mediating role of Decision Quality; focused on public sector	The narrower concept of Managerial Autonomy is moderated between Organizational Performance and Competitive Strategies and the association mediated with Decision Quality with a focus on PBNGOs

Table 2.1 Contd'…

Kariuki and Murimi (2015)	Performance of organizations and employee empowerment of Tata Chemicals in Kenya	Descriptive survey employing multiple regression analysis	Organizational performance not significantly influenced by decision-making and autonomy	Autonomy only conceptualized as an indicator of employee empowerment and treated as an independent variable	Managerial Autonomy is a standalone moderating variable
Najdenov and Makhoul (2015)	Predictive analytics and decision-making in organizations	Qualitative design and Simon's model	Predictive analytics has no effect on choice phase. But significantly affects decision-making process	Decision quality conceptualized as dependent variable; employed qualitative approaches	Decision quality forms the intervening variable between Organizational Performance and Competitive Strategies, employing quantitative approaches as a positivist study
Ge and Helfert (2016)	Inventory Decision-Making, and information Quality Assessment	The quality of intrinsic and contextual knowledge linked to the quality of decisions. .	Not all aspects of market orientation as a competitive strategy are equally effective in improving Decision Quality for improved Organizational Performance	Decision quality conceptualized as dependent variable	Decision quality forms the intervening variable between Organizational Performance and Competitive Strategies
Wachira and Kosimbei (2016)	Financial sustainability and its factors among local NGOs	Donor relationship management, income diversification, financial management and management competence affected financial sustainability of their firms.	Strategic planning significantly influences financial sustainability of local NGOs in Kenya	Focused on financial sustainability on NGOs as dependent variable; the independent variable is generalist "factors"; no element of moderation	The study focuses on organizational excellence as the outcome concept with specific factor, moderating and mediating variables

Table 2.1 Contd'…

Masero and Aosa (2016)	Non-Governmental organizations' performance and strategic capability in Nairobi County, Kenya	In Nairobi County, there is a positive association between strategic competencies and NGOs' performance.	Strategic capability significantly affects NGOs' performance in Nairobi County, Kenya	Studied NGOs in general; performance regressed against strategic capability which is a different concept from Competitive Strategies; no moderation or mediation	The study sought to assess the moderating and mediating roles of Managerial Autonomy and Decision Quality on the relationship Competitive Strategies with reference to PBNGOs
Mkutano and Sang (2018)	Performance and project management practices among NGO projects	Descriptive research design employing correlation and regression analysis	Adequate utilization of project management practices led to improved project performance owing to evaluation of project activities, communication, stakeholder participation, planning, and monitoring	Studied PNGOs in general; performance regressed against project management practices	The study seeks to assess the moderating and mediating roles of Managerial Autonomy and Decision Quality on the relationship Competitive Strategies with reference to PBNGOs
Munyoki and K'Obonyo (2015)	Effect of positioning and autonomy of organization on the link between performance and the adoption of Competitive Strategies by Kenyan state-owned enterprises	Descriptive cross-sectional census survey employing stepwise regression analysis	The association between performance and Competitive Strategies adopted by state corporations in the country is moderated by organizational autonomy.	The research focused on commercial businesses, which are distinct from the non-profit sector, which includes PBNGOs	The present study explored Competitive Strategies Managerial Autonomy and Organizational Performance focusing on PBNGOs

Table 2.1 Contd'…

Kago et al. (2018)	Strategies of the competitive nature and performance of organizations	Descriptive cross-sectional study employing multiple regression analysis	An organization/firm must combine and restructure their competences and capabilities in order to obtain a competitive edge in a changing environment.	The research solely considers direct impacts, with no consideration given to any aspect of mitigation	The direct impact, on the other hand, is examined in the current research in relation to moderation and mediation.
Naqvi et al. (2013)	Moderating role played by organizational culture in the influence of job autonomy on job satisfaction and organizational commitment in Pakistan's fast-food sector	Descriptive survey employing hierarchical regression analysis	A positive and strategic effect upon organizational commitment, and by extension, organizational productivity	The study however focused on job autonomy which is a broader conception of autonomy vis a vis Managerial Autonomy; job autonomy conceptualized as independent variable.	The present study narrows down to Managerial Autonomy as moderating the connection between Organizational Performance and Competitive Strategies
Spyros et al. (2016)	Appropriate financing policy and procedures for wholesale broadband service providing	Desktop review	Whenever it has superiority over its competitors, an organization has competitive advantage in defending against competitive forces and securing customers	The study was however desktop in design without statistical support for the findings. It was also not specific to PBNGOs, and therefore findings may not be inapplicable in the current investigation context	The present study utilized primary data with statistical inferences drawn from moderating, mediating and joint regression analyses
Helfat and Peteraf (2015)	The extent to which middle managers in Canadian governments believe they have Managerial Autonomy	Descriptive cross-sectional study employing multiple regression analysis	The highest level of autonomy was recorded by public managers with regard to client consultation issues	The study focused on the public sector which is different from the PBNGO sector.	The present study explored Competitive Strategies Managerial Autonomy and Organizational Performance focusing on PBNGOs

Table 2.1 Contd'…

Andrews et al. (2016)	Faculty autonomy perspectives from Taiwan	Descriptive cross-sectional study employing multiple regression analysis	Greater Managerial Autonomy or managerial discretion is an undisputable requirement for attaining superior performance, and competitive advantage	The study was however not in express linkage to PBNGOs and therefore findings may not be inapplicable in the current investigation context	The present study explored Competitive Strategies Managerial Autonomy and Organizational Performance focusing on PBNGOs
Buul & Omundi (2017)	Small and medium enterprises' performance as influenced by Competitive Strategies in Kenya	Descriptive research design employing correlation and regression analysis	Market focus differentiation, strategic alliances, and cost leadership had a positive and substantial impact on the success of small and medium-sized enterprises	The study was however linearly conceptualized, focusing on commercial businesses, which are distinct from the non-profit sector, which is where PBNGOs are classified.	The present study looked into the indirect influence of tactics that are competitive on excellence of organizations through Managerial Autonomy and Decision Quality focusing on PBNGOs
Azim et al. (2017)	An empirical review of Organizational Performance and competitive strategy	Desktop review design	Competitiveness and manufacturing firms' excellence is influenced by efficiency and productivity through better delivery, flexibility, dependability and prompt response	The study was however linearly conceptualized	The present study explored the indirect influence of tactics that are competitive on excellence of organizations through Managerial Autonomy and Decision Quality

Table 2.1 Contd'…

Wanjiku (2016)	How organizational commitment is affected by employee empowerment in Kenya civil service	Descriptive cross-sectional study employing multiple regression analysis	The study found that organizational commitment significantly affects employee empowerment in Kenya civil service	The study did not however show the moderating role of Managerial Autonomy on the relationship between tactics that are competitive and excellence in organizations	The present study explored the indirect influence of tactics that are competitive on excellence of organizations through Managerial Autonomy and Decision Quality focusing on PBNGOs
McKenzie *et al.* (2019)	A study and research agenda for strategic talent management	Desktop review design	Decision quality has a significant effect on company success and is often influenced by both internal and external stakeholders	The study was however desktop in design without statistical support for the findings	The present study utilized primary data with statistical inferences drawn from moderating, mediating and joint regression analyses
Baraza & Arasa (2017)	How competing approaches influence Organizational Performance of Kenyan manufacturing companies	Descriptive cross-sectional study employing multiple regression analysis	Competitive techniques have a substantial impact on the performance of manufacturing enterprises in Kenya.	The study only assessed the direct effects overlooking any element of moderation.	In the current investigation, both moderation and mediation are assessed beyond the direct effects

2.9 Conceptual Framework

The conceptual framework is modelling of concepts used to make distinctions and organize ideas by integrating and interpreting information. In the frame-work Competitive Strategies is the independent variable represented by out-sourcing, strategic alliance, joint-ventures and innovations. This association is influenced by Decision Quality and Managerial Autonomy as the interactive and intervening variables respectively. The measures of performance, which is the dependent variable includes time of completion, relevancy, long-term viability, and on-budget operations. This new premise and disparity in knowledge have led to formation of the conceptual framework as a further research area, in Figure 2.1.

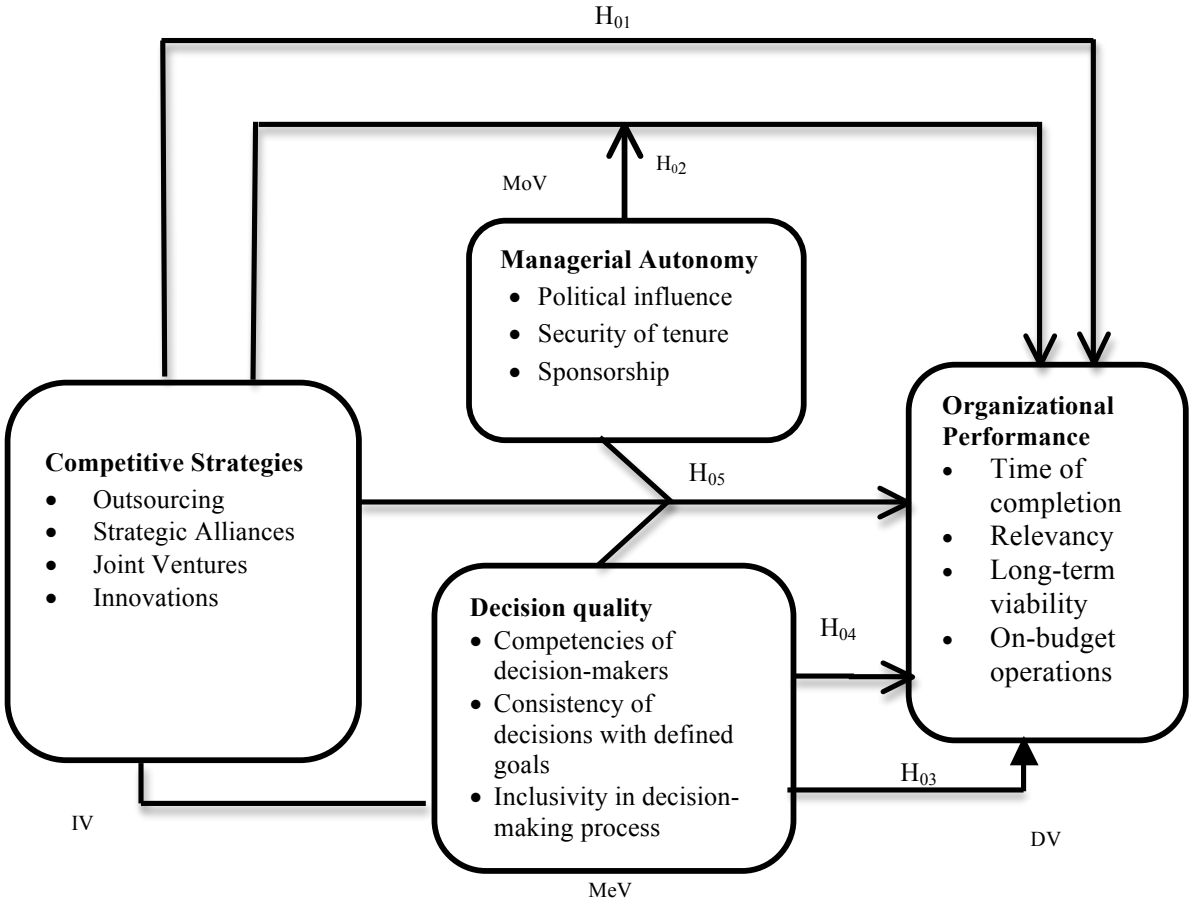


Figure 2.1: Conceptual Framework

Key:

MoV: Moderating Variable;

MeV: Mediating Variable;

IV: Independent Variable;

DV: Dependent Variable;

The conceptual framework in Figure 2.1 depicts the direct association between the Independent Variable that is Competitive Strategies and the dependent variable that is Organizational Performance. This informs the first null hypothesis testing the relationship between the outcome and predictor variables (H_{01}). It also depicts the moderating effect of Managerial Autonomy on the association between Organizational Performance and Competitive Strategies which informs the Second null hypothesis (H_{02}).

The conceptual framework also models the mediating effect of Decision Quality on the association between Organizational Performance and Competitive Strategies, which forms the third null hypothesis (H_{03}). The Fourth null hypothesis (H_{04}) is also depicted, testing the impact of Decision Quality on Organizational Performance. The conceptual framework further depicts the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality on Organizational Performance which informs the fifth null hypothesis (H_{05}).

2.10 Research Hypotheses

Emanating from the association in the diagrammatic illustration in Figure 2.1, the study formulated the following hypotheses:

H_{01}: Competitive Strategies have no significant effect on Performance of Project Based Non-Governmental Organizations in Kenya

H_{02}: Managerial Autonomy has no significant moderating effect on the relationship between cCompetitive Strategies and performance of Project Based Non-Governmental Organizations in Kenya

H_{03}: Decision quality has no significant intervening effect on the relationship between Competitive Strategies and performance of Project Based Non-Governmental Organizations in Kenya

H_{04}: Decision quality has no significant effect on Performance of Project Based Non-Governmental Organizations in Kenya

H_{05}: The joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is not significantly greater than the individual effects on Performance of PBNGOs in Kenya.

This chapter examined both the theoretical underpinning and empirical literature. Under empirical literature review, a systematic identification, categorization, and analysis of materials that are pertinent to the study subject under investigation was conducted. The theoretical review on the other hand involved an explanation of the theories upon which the research was anchored. The next chapter present the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a detailed account of the approaches and techniques that were carried out in this study with a view to obtain answers to the research questions and address the identified gaps. The research plan is presented, that is, the anchoring philosophy, the study population, research design, sampling technique and data collection approaches. As such, this chapter demonstrates the tools that were used to address the set objectives, how the stated research hypotheses were tested, how the research participants were identified and reached as well as the rationale behind tools opted for.

The chapter further delves into the data analysis and research procedures and techniques that were adopted to evaluate the data with a view to produce desirable research findings. The chapter also provides the preliminary practices that were performed to ascertain instrument validity and reliability and to ensure normality and linearity of the study findings. It is also demonstrated that prior to the main data collection exercise, the researcher carried out various statistical procedures aimed at ascertaining that the data collection instruments are reliable and that the data to be collected is valid.

As such, this section details the procedures that the present study employed in collecting information and data for the determination to make business or organizational decision making. It illustrates the trail that the researcher followed to address the stated research problem, achieve the set research objectives and present the study findings from the data acquired from the field. This chapter further demonstrates how the outcomes of the research were at the end be obtained.

3.2 Philosophical Orientation

Ontology and epistemology are the two primary divisions into which philosophical orientation is separated in the literature. Being is the subject of ontology. Ontological presumptions focus on the nature of reality, or more simply, what is (Crotty, 1998, p. 10). On the other side, epistemology is interested in the nature and sources of knowledge. In other terms, what it means to know, epistemological assumptions are focused on how information can be formed, gained, and conveyed (Cohen et al., 2007).

The positivist philosophy was used to approach this study. accordance with the positivist ontology, any occurrence or circumstance under study has a single, objective reality irrespective of the researcher's personal beliefs. The positivist ontology holds that irrespective of the study's perspective or beliefs, there is a single actual fact to any research area or scenario (Carson et al., 1988).

The choice of positivism was justified owing to the adoption of quantitative techniques in sampling, instrumentation, type of data used as well as methods of data analysis. In line with Positivism, the study adopted a census survey for purposes of enhancing reliability in view of the manageable population size. A structured questionnaire was also adopted to provide quantitative data in tandem with positivism. Further, both descriptive and inferential analyses were adopted as quantitative data analysis techniques in line with positivism.

The positivist paradigm holds that there is just one reality, which humans can only imperfectly know and which academicians can only discover by chance (Ashley & Orenstein, 2013) As per Saunders, Lewis, and Thornbill, phenomenology employs a qualitative approach, in contrast to the positivism paradigm's use of a quantitative method (2007). The study collected, analyzed, and interpreted data using scientific research methods to reduce bias and ensure objectivity.

The positivist perspective also permitted hypotheses and refutation based on test results, signaling the need for additional study. The positivism school of thought aims to identify the root causes of many social phenomena. Positivists want to test hypotheses rather than create them, as in epistemology (Saunders, Lewis & Thornbill, 2007). As a result, this study employs the positivist method.

3.3 Research Design

Lewis (2015) defines research design as the implementation procedure by which an investigator unifies dissimilar aspects of a study in a comprehensible and coherent way, all the while guaranteeing that the research challenge is successfully addressed. The research methodology is what provides a structure for data gathering, quantification, and assessment (Lewis, 2015). Research design provides a framework for acquiring and analyzing data in order to provide answers to research questions, to summarize the definition given above. It outlines the necessary data collection procedures and analytic methods (Bryman & Bell, 2007).

Trochim (2006) stated that research design holds the research process together. The author additionally opined that a design is utilized to plan the research and to demonstrate how the greater part of the significant sections of the research extend. This includes information on; how the gatherings, measures, projects, and strategies for task will cooperate to attempt to address the focal research inquiries of the study. A research design's capability is to guarantee that the information gathered allows the researcher to properly address the problem of the study intelligently (Babbie, 2010).

In the present study, the descriptive cross-sectional survey research design was adopted. The descriptive aspect of the design anchored the adoption of a questionnaire to collect primary data with a view to give an accurate account of both the direct influence of Competitive Strategies on Performance of PBNGOs in Kenya; as well as the indirect effects of both Managerial Autonomy and Decision Quality on the association between performance and Competitive Strategies among PBNGOs in Kenya. The cross-sectional aspect of the design was on the other hand adopted as the study was conduct a one point in time. The design has been extensively and effectively utilized in the reviewed literature (Munyoki & K'Obonyo, 2015).

Descriptive research (Kothari, 2010) depicts a detailed sketch of circumstances, events, and people, and it includes data collected from the whole population (e.g., through a survey). Using primary data to articulate both the manifestations of the different variables and their connection between and among each other, the descriptive design is thus regarded to be the most effective method to achieving the research goals. Cross-sectional study designs, on the other hand, were described by Lee and Ling (2008) and Burns and Bush (2000) as ones that involve collecting data at a single moment in time rather than across time. Cross-sectional surveys are advantageous since they need less time spent watching and more time spent questioning individuals about themselves.

3.4 Population of the Study

A survey's target population, according to Ashley and Orenstein (2013), is defined as the complete collection of units for whom the survey data is to be utilized to draw conclusions from the results. As a consequence, the target population defines the characteristics of the group for whom the study's findings are intended to be generalizable. Defining the target population according to Johnson and Scholes (2008) as the whole collection of instances, items, objects, articles, people, and things that each have their own unique yet different qualities that are considered essential by the research.

The research focused on all registered PBNGOs in Kenya since their modes of operation are oriented toward both financial and non-financial success with clear metrics, as opposed to ordinary non-governmental organizations (NGOs), which include faith-based and charitable groups. Dicklich (2016) pointed out that Non-Governmental Organizations are increasingly being recognized to be the most suitable substitutes for the weak country and economy markets in enhancing economic growth and development whilst providing basic services to the individuals.

PBNGOs are particularly targeted owing to their project performance orientation, which is in line with the study variables. The National Board of NGOs currently lists a total of 161 PBNGOs. The National Board of NGOs constitutes all the registered NGOs in Kenya and it registers, facilitates, coordinates and regulates all national and international NGOs operating in Kenya. A census survey comprising all 161 PBNGOs was conducted owing to the relatively small size of the target population. According to Akhtar (2016), a census survey comprises the systematic and procedural collection of information from all participants in the target population.

3.5 Data Collection

Here, the kinds of data utilized in the research and their sources were explained. Also included were information on data collecting tools and the data collection process. Data are simple facts that, when processed, organized, structured, or presented in a certain context in order to be helpful, are referred to as information (Kothari, 2004). Data collection is the process of gathering and evaluating information on ideas of interest in a systematic, defined manner that enables one to test hypotheses, react to specified research questions, and evaluate results (Kumar, 2011). The main data for the research was gathered through use of a closed-ended survey questionnaire. Questionnaires are useful for studies, according to Tashakkori and Teddlie (2008), because they capture information that cannot be seen immediately. These questions inquire about the motivations of individuals as well as their feelings and attitudes, their experiences, and their achievements.

According to Gall (2012), structured questionnaires collect information that is relevant to the study objectives as respondents respond to a set of specified questions or statements. In this research, a well-structured survey containing closed-ended questions was utilized to gather information. The 5-point Likert scale was particularly selected since it constrained answers to a specific set of questions that were designed to meet the goals of the study in question. Respondents were given the option to evaluate the degree to which the statements applied to their companies in order to accomplish the study's stated goal of raising awareness. Several documents were provided before conducting the questionnaire, including the researcher's research permission from the National Commission for Science, Technology, and Innovation (NACOSTI) and an authorization letter from the University of Nairobi's Postgraduate School of Business.

The researcher next administered the questionnaires to the 161 PBNGOs who had given their consent. Respondents, who served as the units of observation, were top-level executives who were recruited in an attempt to gather the required information for the investigation. The chief executive officers (CEOs), the chief officer (corporate planning/program manager), and program officers were among those who answered the survey's questions, which varied depending on the structure of the specific NGO. A method known as "drop and pick later" was used in the delivery of the questionnaire. A team of research assistants was hired to help in data collection.

3.6 Reliability Test

The reliability of a tool is a measure of its ability to provide trustworthy data or results over a period of time and under a variety of conditions (Saunders, Lewis and Thornhill, 2016). When it comes to dependability, the estimations of the degree to which an assessment is free of unstable or random error are the primary emphasis. For the purpose of preventing Type II and Type I mistakes, correlation analysis tests are performed to assess the consistency of assumptions (Osbone et al, 2001).

It is essential that the measuring equipment used in a survey be reliable in order for the survey results to be consistent (Cooper & Schindler, 2011). According to Sekeran (2009), the goal of research is to produce accurate and honest results; yet, the outcomes of studies are dependent on the measurements that are used, requiring an evaluation of the measures' appropriateness for the task at hand.

It is difficult to overstate the importance of dependability and validity in scientific research. It is critical to have an accurate and verified data collecting strategy in order to get reliable findings. The data should be gathered on a person-by-person basis if the aim is to make broad or aggregate judgements based on survey findings. As defined by Zikmund (2003), dependability is the degree of consistency with which a test consistently produces the same result over a length of time in the same conditions.

A research instrument's dependability is defined as the ability of the instrument to provide consistent findings or data over an extended period of time, according to Mugenda and Mugenda (2003; 2003). Various academics have proposed a variety of dependability levels (Gliem & Gliem, 2003; Cooper & Schindler, 2006; Asikhia, 2009; Hair et al., 2006; Bagozzi & Yi, 2012; Tashakkori & Teddlie, 2010). As an example, Cooper and Schindler (2006) recommend using a Cronbach's alpha coefficient in the range of 0.70 to 0.90, whereas Gliem and Gliem (2003) recommend using a Cronbach's alpha coefficient of 0.7. Conversely, Asikhia (2009) suggests a cut-off value of 0.6. Cronbach's alpha, while Bagozzi & Yi (2012) and Hair et al. (2006) propose a cut-off point of 0.5.

Table 3.1: Reliability of the Instrument

Reliability	**Percentage**
Not Credible	$0.10 \leq V < 0.46$
Low Credibility	$0.46 \leq V < 0.64$
Sufficient Credibility	$0.64 < V \leq 0.82$
High Credibility	$0.82 < V \leq 1.00$

Source: George and Mallery (2003)

The Cronbach's Alpha co-efficient was calculated using SPSS version 26 to determine the data collection instruments' internal consistency. Internal consistency was used in the study to measure reliability, which took less time. The instruments' stability and consistency may be the greatest technique to assess what is required by the researchers' goals (Collis & Hussey, 2003). The findings realized are shown in Table 3.2.

Table 3.2: Reliability Analysis

Variable	Indicator	Cronbach's Alpha	N of Items	Decision
Competitive Strategies	Outsourcing	0.700	7	Sufficient Reliability
	Strategic alliances	0.648	7	
	Joint ventures	0.651	6	
	Innovations	0.675	5	
	Overall	0.694	25	
Managerial Autonomy	Political Influence	0.767	7	Sufficient Reliability
	Security of Tenure	0.722	6	Sufficient Reliability
	Sponsorship	0.866	7	High Reliability
	Overall	0.761	20	Sufficient Reliability
Decision Quality	Decisions' alignment with firm' goals	0.756	8	Sufficient Reliability
	Competencies of Decision Makers			
	Desired effect of decisions	0.799	7	Sufficient Reliability
	Inclusivity in the decision-making process	0.724	8	Sufficient Reliability
		0.784	5	Sufficient Reliability
	Overall	0.830	28	High Reliability
Organization Performance	Completion time	0.728	7	Sufficient Reliability
	Relevance/ suits purpose	0.774	7	
	Sustainability	0.747	6	
	Budget Factor	0.749	6	
	Overall	0.679	26	

Source: Primary Data (2018)

Based on the criteria established by George and Mallery (2003), the results in Table 3.2 suggest that high dependability was observed in decision making (0.830), managerial independence (0.761), strategic initiatives (0.694), and organizational performance (0.694). (0.679). The research variables were determined to be trustworthy, making them suitable for appropriate statistical in order to meet the project's goals.

According to George and Mallery (2003), and Tashakkori and Teddlie (2010) an instrument is considered very reliable if the Cronbach Alpha coefficient is from 0.82 to 1.00, and sufficient reliability if the Cronbach Alpha value is from 0.64 to 0.81. According to George and Mallery (2003), it has low reliability when the number is from 0.46 to 0.64, and it is not dependable when the number is from 0.10 to 0.46. To determine reliability, the study used George Mallery's (2003) criteria. The survey instrument's reliability was thus affirmed by conducting a pilot test on ten NGOs. Ten managers were given the questionnaire to respond to, after which the filled questionnaires were subjected to a reliability test. A pretest of 5 to 10 individuals taken from the target population is sufficient to authenticate a questionnaire, according to Hair et al. (2007).

According to Nunnally (1978), the validity of the categories is 64 percent at the mid-point (cut-off point) based on the validity of the categories. Items with a value greater than 64 percent (sufficient validity) are deemed research instruments; however, if Validity is equal to or less than 64, the instrument meets the criteria for an adequate research instrument. Accuracy of test-scores is ultimately the reliability coefficient, however it merely serves as a measure of relief correctness (Mertens, 2010).

3.7 Validity Test

As part of the validation process, it was determined whether or not the data collection instrument was capable of accurately measuring the constructs and variables for which it had been created. According to Saunders et al. (2016) and Aiken and West (2016), validity is the ability of a data collecting instrument to accurately and meaningfully measure what it is meant to evaluate (1991).

According to Eriksson and Kovalainen (2008), it is a traditional research evaluation criterion that refers to the extent to which study results offer an accurate account or elucidation of what happened. A number of different types of validity exist, including content validity, face-to-face validity, construct validity, criterion validity (validity that is predictive), and validity that is convergent.

In statistics, the word "validity" indicates how well an empirical measure accurately captures the real meaning of a concept (Babbie, 1990). Specifically, it regards the extent to which the empirical measure is accurate. correctly reflects the real importance of the topic under consideration (Therkildsen, 2009). That is, it exemplifies the idea that a tool should provide reliable findings in order to evaluate the intended purpose, while also allowing the research to accomplish its objective in the best interests of the study population (Mugenda & Mugenda, 2003). Because the investigation makes use of tools designed for testing, it's essential to double-check the equipment's legitimacy. Mugenda & Mugenda (2003) offered three perspectives on the validity of a data collection instrument. This category includes content and face validity, validity of construct and concurrent validity.

Dempsey (2003) covers the validity principles of construct validity, criterion validity, validity of content, and internal-related validity, among others. The degree to which the components of a research instrument properly reflect the whole of the relevant subjects under investigation is referred to as content validity (also known as internal consistency) (Dempsey, 2003). Content validity was included into the balances as a result of deductions made from theoretical foundations. According to Kothari (2003), internal consistency makes just a little contribution to assessing validation, and without evidence that is independent of the test, nothing can be learned about what a test evaluates in terms of validity.

In order to determine the validity of the study instrument, the researcher enlisted the help of strategic management professionals, such as supervisors and lecturers, to conduct the study. This was done in order to make any required changes to the research instruments more straightforward to implement in order to improve validity and guarantee the gathering of relevant data to answer the study goals, which was the primary goal (Zikmund, 2003). In assessment, the level to which a construct is valid is referred to as construct validity. the assessment may be regarded to be assessing a hypothetical characteristic or idea that has been established via tested relationships between measurements of behavioral outcomes (Kothari, 2003). Within the scope of this study, the thesis supervisors examined the questionnaire to see whether or not it covered all of the probable areas that were to be tested, and they also checked to verify that it was accurate, comprehensive, and suitable. To check for construct validity, the utilized factor analysis to confirm whether the statements conform to the operationalization of the variables.

In order to further evaluate the validity of the study variables, confirmatory factor analysis was utilized to see how well the measurement concepts were able to measure the study variables. As suggested and used by Ge and Helfert (2016) and Muia, the constructs' significant link with the study variables served as validation (2018). To determine how effectively the various metrics represented their respective constructs, factor analysis was used.

The factors were rotated using the Varimax technique after the components were extracted using the Principal Component Analysis. In order to assess how many components are needed to define competitive strategies, factor analysis was utilized in the study. Determine the validity of confirmatory factor analyses, factor selection, factor translation, preliminary study, and factor rotation were the five components of factor analysis that were broken down to achieve that goal. Correlations, total explanatory variance, scree plots, observed covariance matrices, induced cellular modifications, the Bartlet sphericity test, and KMO sample adequacy tests were the statistical outcomes of factor loadings.

3.7.1 Validity for Competitive Strategies

Validity describes how well a concept or indicator measures a certain variable. A component analysis was conducted to further support construct validity. Two pretests were carried out to see if the data was suitable for factor analysis, including Sphericity and collection adequacy are assessed using the KMO and Bartlett's tests. The objective was to determine whether the elements that constituted up the investigation variables were connected in any way. Table 3.3 shows the results.

Table 3.3: KMO and Bartlett's Test for Competitive Strategies

	KMO and Bartlett's Test	
Adequacy of Sampling by KMO.		0.643
Sphericity examination by Bartlett	Approx. Chi-Square	1170
	Df	300
	Sig.	0.000

Source: Primary Data (2018)

The investigation came up with a KMO test statistic of 0.643, as shown in Table 3.3. Kaiser (1974) avers that KMO levels greater than 0.5 are considered appropriate. On the other hand, Hutcheson and Sofroniou (1999) proposes that between 0.5-0.7, the KMO values can be deemed mediocre, while 0.7-0.8, the values are good. Between 0.8-0.9, the KMO values can be considered great while above 0.9, the values are superb. In the current investigation then, the value 0.643 was adequate. Based on the findings, it was deduced that the data met the threshold for performing factor analysis in line with both Kaiser (1974) and Hutcheson and Sofroniou (1999).

To verify the initial solution, the Principal Component Analysis (PCA) technique was employed, comprising of two stages that is a solution that is not rotated and one that is rotated. This strategy was deemed beneficial since it allowed the dataset to be reduced to a more manageable size while still retaining a significant amount of the original data. The unrotated solution results are presented in Table 3.4**.**

Table 3.4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.904	19.616	19.616	4.904	19.616	19.616	3.295	13.181	13.181
2	2.094	8.374	27.991	2.094	8.374	27.991	2.576	10.305	23.487
3	1.925	7.701	35.692	1.925	7.701	35.692	1.879	7.516	31.002
4	1.634	6.535	42.227	1.634	6.535	42.227	1.749	6.994	37.996
5	1.554	6.218	48.445	1.554	6.218	48.445	1.622	6.489	44.485
6	1.338	5.351	53.796	1.338	5.351	53.796	1.614	6.455	50.941
7	1.245	4.98	58.776	1.245	4.98	58.776	1.471	5.886	56.827
8	1.131	4.522	63.298	1.131	4.522	63.298	1.397	5.589	62.415
9	1.062	4.247	67.544	1.062	4.247	67.544	1.282	5.129	67.544
10	0.929	3.716	71.26						
11	0.886	3.545	74.805						
12	0.805	3.222	78.027						
13	0.763	3.051	81.078						
14	0.709	2.835	83.914						
15	0.645	2.581	86.495						
16	0.586	2.345	88.839						
17	0.504	2.015	90.855						
18	0.446	1.782	92.637						
19	0.391	1.565	94.201						
20	0.372	1.488	95.689						
21	0.324	1.298	96.987						
22	0.292	1.169	98.156						
23	0.246	0.983	99.139						
24	0.12	0.478	99.617						
25	0.096	0.383	100						

Method of Extraction: PCA.

Source: Primary Data (2018)

As shown in Table 3.4, a total of 25 statements (components) were created. 9 components explained 67.544 percent of the variances among the 25, whereas 16 components accounted for 32.456 percent of the variances. The Kaiser's criterion was used to find variables with eigenvalues of 1 or more than 1. To this purpose, the analysis discovered that the first 9 assertions, accounting for 67.544 percent of the total, had eigenvalues greater than or equal to 1.

Component 1 accounted for 13.181 percent of the variances, whereas two components explained 10.305 percent of the variances and component three explained 7.516 percent. As a result, based on the overall variance, a total of 9 elements were retrieved from the pooled data set.

The Kaiser criterion has a flaw, according to Nunny and Berstein (1994), in that it has a tendency to inflate the number of components. Stevens (2002) presented a scree plot to determine the quantity of statements to be preserved to remedy this flaw. The eigenvalues are plotted versus the number of constituents on a scree-plot, and a inflection point is shown on the curve. The number of components to be removed is then calculated using this information. Before the inflection point, the aspects in a scree plot indicate the number of factors to keep, however beyond the inflection point, the aspects suggest that fewer and smaller quantities account for each successive factor, and hence should not be kept.

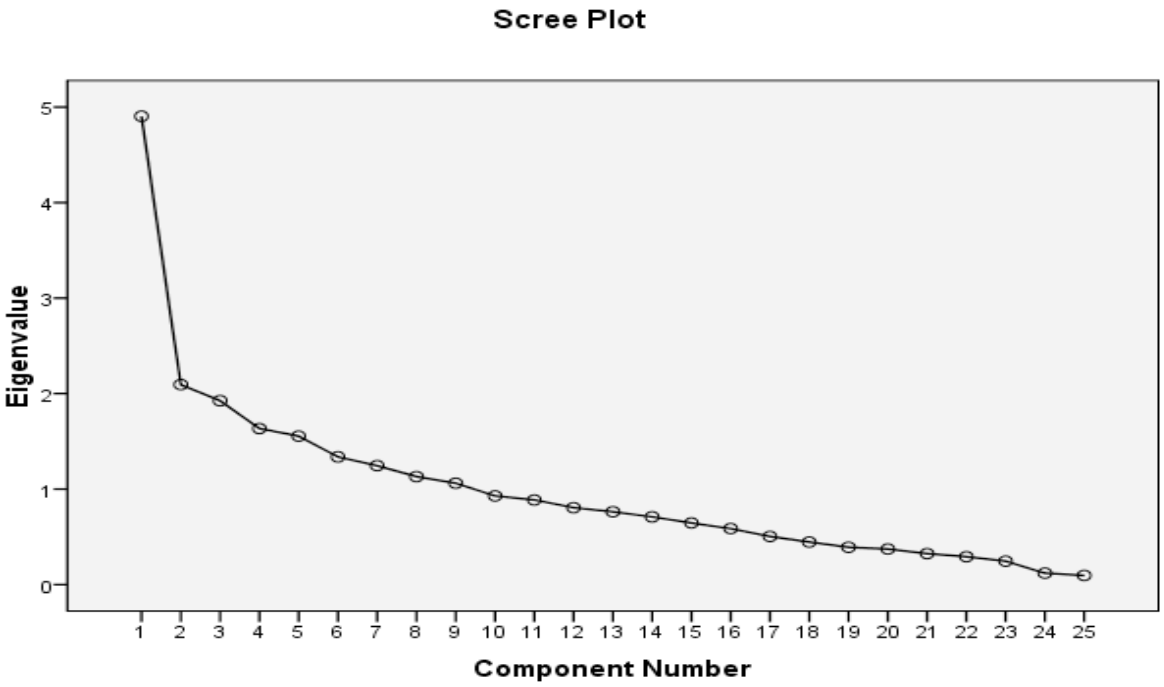


Figure 3.1: Scree Plot for Competitive Strategies Components

Source: Primary Data (2018)

The plot frequently depicts significant discontinuities between the large components at the upward slope and the other elements at the regular sprawling out at the bottom (Norusis, 2003). Factors should only be used before the start of the scree plot. In Figure 3.1, only the initial 19 constituents appear before the inflexion point at the scree plot in the current findings. As a result, in the merged data set, only 19 descriptors were deemed appropriate.

Table 3.5 shows the unrotated combined data component matrix. Gorsuch (1983), Camrey and Lee (1992) and Matsunaga (2010), while conceding the lack of agreement in literature on factor loading cutoff point, propose a cut off of 0.4**.**

Table 3.5: Unrotated Component Matrix

	Component								
Construct	1	2	3	4	5	6	7	8	9
Our organization concentrates on core functions and mandate and outsource other activities for the betterment of projects in question	.841								
Outsourcing has brought about competitive advantage for the projects in our organization	.781								
Our organization has realized cost reduction for the projects as a result of outsourcing						-.505	.528		
Outsourcing function in our organization mainly involves products and services geared at improving the projects undertaken								-.43	.531
Our organization outsource core competencies and capabilities to achieve project purpose						.569			
The outsourced functions create projects value for our organization and stakeholders									

Table 3.5 Contd'…

Outsourcing has brought about project operational efficiency within our organization				.472		.448
Our organizations projects have gained dominance as a result of strategic alliances	.769					
There is reduced projects rival in our organization due to strategic alliances	.513		.459			
Our organization has gained projects core competencies and capabilities from strategic alliances		.611		.446		
Our organization enjoy core resources for the projects arising from strategic alliances		-.549				
Organizations in strategic alliances create more value in each other's projects						
Our organization enjoys wider skills based in many organizations in a strategic alliance to improve the projects performance		.558				
Our organization enjoys unique resources for the projects in a strategic alliance		-.508			-.435	
Joint ventures have enhanced our project performance in our organization	.663					
Joint ventures have been based on changes in project demand to the stakeholders	.684					
Forming joint venture in our organization has allowed ready access to knowledge and expertise for the projects improvement.			.532			
The crucial information our organization has gained through joint ventures has enabled us to achieve the joint venture intended projects objectives.		.621				
Our organization has reduced the projects expense costs through joint ventures.	.421		.427			

Table 3.5 Contd'…

Joint ventures have accelerated learning pace for our organizations projects	.445	.401						
Employees in our organization frequently come up with new ways of improving projects to suit the intended stakeholders	.527							
Manager favours own original approaches to solving project problems		.476						
The organization has developed new lines of project improvement in last five years	.542		-.416					
Employees at our organization have a strong desire to follow the leader when it comes to introducing new methods to improve project performance.					.61			
Our organization is often first to introduce new ways of project development		.426					.552	

Method of Extraction: PCA.
a. 9 extracted components.

Source: Primary Data (2018)

From the unrotated component matrix, 9 components were recovered from the combined data as shown in Table 3.5, with all items aligning throughout all 9 components. On at least one of the 9 extracted components, each of the 25 constructions had a loading of larger than 0.4. This was of the inference that all of the constructs mattered when evaluating competing strategies. To account for the components not initially explained by this extraction, a factor rotation was performed. The results are as displayed in Table 3.6**.**

Table 3.6: Rotated Component Matrix[a]

Rotated Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
Our organization concentrates on core functions and mandate and outsource other activities for the betterment of projects in question	.515	.658							
Outsourcing has brought about competitive advantage for the projects in our organization	.508	.604							
Our organization has realized cost reduction for the projects as a result of outsourcing							.856		
Outsourcing function in our organization mainly involves products and services geared at improving the projects undertaken									-.87
Our organization outsource core competencies and capabilities to achieve project purpose		.46				-.464			
The outsourced functions create projects value for our organization and stakeholders						.653			
Outsourcing has brought about project operational efficiency within our organization					.64				
Our organizations projects have gained dominance as a result of strategic alliances	.698								
There is reduced projects rival in our organization due to strategic alliances				.557					
Our organization has gained projects core competencies and capabilities from strategic alliances				.843					
Our organization enjoy core resources for the projects arising from strategic alliances			.804						
Organizations in strategic alliances create more value in each other's projects								.42	
Our organization enjoys wider skills based in many organizations in a strategic alliance to improve the projects performance			-.571						
Our organization enjoys unique resources						.749			

Table 3.6 Contd'…

for the projects in a strategic alliance									
Joint ventures have enhanced our project performance in our organization	.828								
Joint ventures have been based on changes in project demand to the stakeholders	.88								
Forming joint venture in our organization has allowed ready access to knowledge and expertise for the projects improvement.						.709			
The crucial information our organization has gained through joint ventures has enabled us to achieve the joint venture intended projects objectives.									
Our organization has reduced the projects expense costs through joint ventures.						.583			
Joint ventures have accelerated learning pace for our organizations projects	.473		.455						
Manager favours own original approaches to solving project problems		.458							
The organization has developed new lines of project improvement in last five years		.557	.451						
Employees in our organization have a strong propensity to adopt the leader's methods when introducing new manners of improving the project performance				.61					
Our organization is often first to introduce new ways of project development									-.81

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 11 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8	9
1	.724	.58	.155	.164	.174	.157	.1	.093	.118
2	.168	-.21	.429	.34	-.09	-.492	.376	-.43	-.23
3	.225	-.17	-.725	.519	-.2	-.019	-.04	-.22	.197
4	.385	-.411	-.197	-.261	.655	-.247	-.2	.029	-.21
5	-.27	-.103	.316	.583	.485	.3	-.34	-.11	.166
6	-.11	.352	-.026	.237	-.1	-.622	-.52	.322	-.18
7	-.35	.224	-.233	.092	.457	-.301	.591	.22	.264
8	-.06	.265	.001	-.341	.085	-.25	-.26	-.65	.5
9	-.2	.409	-.271	.008	.185	.205	.041	-.42	-.68

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data (2018)

A 9-component structure was identified using a varimax approach with Kaiser Normalization rotation, as shown in Table 3.6. All of the original 25 pieces were distributed among the seven components. The first two components accounted for most of the loading, implying that they accounted to a great extent for the variations. Component one had 5 factor loadings, while 6 factors loaded under component two. 3 items were loaded on component three, four, five and six while two items loaded on component seven, eight and nine.

3.7.2 Validity for Managerial Autonomy

Factor analysis was done to assess the construct validity for Managerial Autonomy. Two pretests were carried out to see if the data was suitable for factor analysis, including evaluations for sphericity and adequacy of sampling by both Bartlett and KMO respectively. The intention was to look for any associations between the variables that made up the Managerial Autonomy variable. Table 3.7 displays the outcomes**.**

Table 3.7: KMO and Bartlett's Test for Managerial Autonomy

	KMO and Bartlett's Test	
Adequacy of Sampling by KMO.		0.672
Sphericity examination by Bartlett	Approx. Chi-Square	757.848
	Df	190
	Sig.	0.000

Source: Primary Data (2018)

As displayed in Table 3.7, the research yielded a KMO test value of0.672. This was significant a $p<0.05$, as per the threshold of 0.05 (Tabachnick & Fidell, 2007). It follows then that the variables are correlated hence the null hypothesis was not accepted. KMO levels greater than 0.5 are considered appropriate according to Kaiser (1974). On the other hand, Hutcheson and Sofroniou (1999) proposes that between 0.5-0.7, the KMO values can be deemed mediocre, while 0.7-0.8, the values are good.

Between 0.8- 0.9, the KMO values can be considered great while above 0.9, the values are superb. In the current investigation then, the value 0.672 was adequate. To verify the initial solution, the Principal Component Analysis (PCA) technique was employed, comprising of two stages that is a solution that is not rotated and one that is rotated. This strategy was deemed beneficial since it allowed the dataset to be reduced to a more manageable size while still retaining a significant amount of the original data. Table 3.8 demonstrates the outcomes of the solution that is not rotated**.**

Table 3.8: Total Variance Explained

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.361	21.804	21.804	4.361	21.804	21.804	2.492	12.461	12.461
2	1.994	9.971	31.776	1.994	9.971	31.776	2.086	10.432	22.893
3	1.655	8.273	40.049	1.655	8.273	40.049	1.768	8.84	31.733
4	1.376	6.881	46.93	1.376	6.881	46.93	1.618	8.091	39.824
5	1.251	6.257	53.187	1.251	6.257	53.187	1.591	7.957	47.781
6	1.191	5.953	59.14	1.191	5.953	59.14	1.574	7.869	55.65
7	1.078	5.391	64.531	1.078	5.391	64.531	1.476	7.382	63.032
8	1.046	5.228	69.759	1.046	5.228	69.759	1.345	6.727	69.759
9	0.785	3.923	73.682						
10	0.726	3.632	77.314						
11	0.712	3.561	80.876						
12	0.67	3.349	84.225						
13	0.635	3.177	87.402						
14	0.549	2.744	90.146						
15	0.444	2.218	92.364						
16	0.388	1.939	94.303						
17	0.379	1.896	96.199						
18	0.333	1.665	97.864						
19	0.256	1.278	99.142						
20	0.172	0.858	100						

Method of Extraction: PCA.

Source: Primary Data (2018)

As shown in Table 3.8, a total of 20 components (statements) were created. Eight components described 69.759 percent of the variances, while 12 components accounted for 30.241 percent of the variances. The Kaiser's criterion was used to find variables with eigenvalues of 1 or more than 1. To this purpose, the analysis discovered that the first eight assertions, accounting for 69.759 percent of the total, had eigenvalues equal to or greater than 1. Component 1 accounted for 12.461 percent of the differences, whereas 2 components explained 10.432 percent of the variations and 8.84 percent of the variances was accounted for by component 3. As a result, depending on the overall variance, a maximum of 8 components were retrieved from the combined data set.

The Kaiser criterion has a flaw, according to Nunnally and Berstein (1994), in that it has a tendency to overstate the number of components. Stevens (2002) presented a scree plot to determine the quantity of statements to be preserved to remedy this flaw. The eigenvalues are plotted versus the number of constituents on a scree plot, and an inflexion point is shown on the curve. The quantity of components to be removed is then calculated using this information. Before the inflexion point, the components in a scree plot indicate the number of factors to keep, however beyond the inflection point, the constituents suggest that fewer and smaller quantities account for each successive factor, and hence should not be kept.

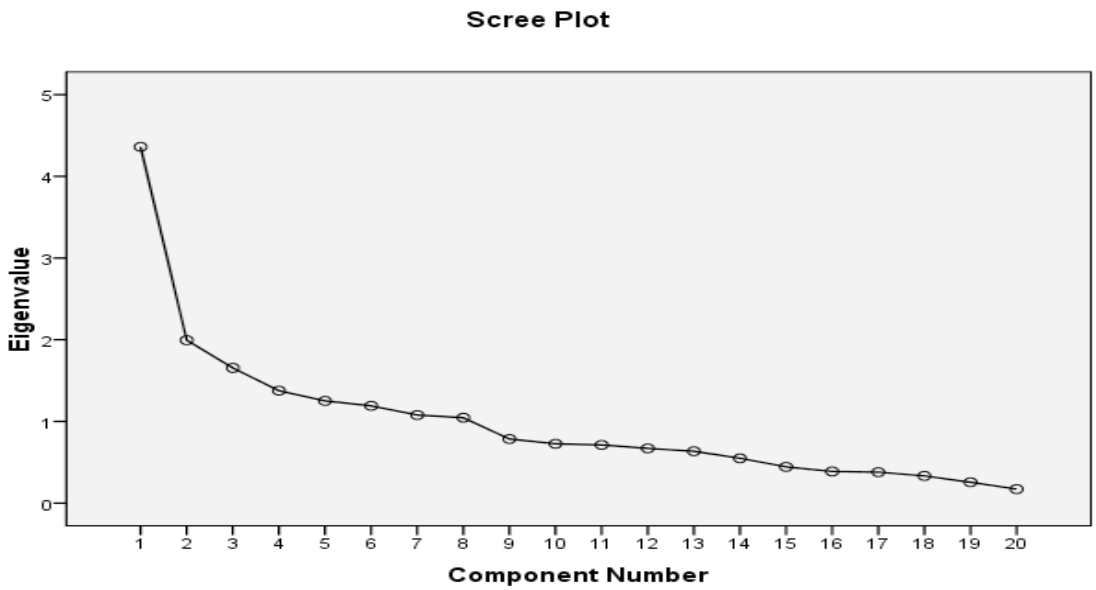


Figure 3.2: Scree Plot for Managerial Autonomy Components

Source: Primary Data (2018)

According to Norusis (2003), the plot frequently depicts a significant break between the large components at the upward slope and the other elements at the constant falling off at the bottom. Norusis (2003) suggests that factors can only be used before the scree begins. At the scree plot in Figure 3.2, only the first fourteen components appear before the inflexion point in the current findings. As a result, in the merged data set, only fourteen descriptors were deemed appropriate**.**

Table 3.9: Unrotated Component Matrix

	Component Matrix(a) Component							
	1	2	3	4	5	6	7	8
Our organization projects are affected by interest from various stakeholders	.698							
Our organization projects are affected by government pronouncements on changes in NGOs policy from time to time	.676							
Our organization projects are affected by the political stability of the country	.733							
Our organization projects are affected by change of political regime		.415		-.441				
Our organization projects are affected by devolved Government structure	.486				.415			
Our organization projects are affected by	.506							.585

Table 3.9 Contd'…

the country's overall political stability						
Our organization projects are affected by government's fiscal policies	.525				.468	
Our organization is self-sufficiency in project operation		.553				
Our organization does not rely on other entities on its core decisions		.43				
Our organization has gifted professional for projects continuity	.714					
The managers in our organization are strengthened to acquire ability to maximize shareholders wealth for continuity	.486				-.533	
Our organization has autonomy in project decision-making				.515	.403	
There are body of knowledge to support project long performance in our organization	.459					
There is increased external financing for the projects continuity and performance in our organization.	.432		.46			
Our organizational projects are stalled due to lack of funding		.45	.529			
Major partners and financiers believe in our organizational projects						
There has been adequate financial support in the implementation of our organizational projects.	.441	-.433				
There are always many financiers and partners interested in financing of organizational projects.	.401					.589
Our partners have contributed more funds towards implementation of organizational projects.				-.456		
Many organizational projects have stalled due to lack of adequate equipment and human capacity from sponsorship.		.576	.405			

Method of Extraction: PCA.
a. 8 extracted components.

Source: Primary Data (2018)

From the unrotated component matrix, 8 components were recovered from the combined data as shown in Table 3.9, with all elements loading under all 8 components. At least 12 items were extracted under component one. To account for the components not initially explained by this extraction, a factor rotation was performed. The results are as displayed in Table 3.10**.**

Table 3.10: Rotated Component Matrix[a]

Rotated Component Matrix(a)	Component							
	1	2	3	4	5	6	7	8
Our organization projects are affected by interest from various stakeholders	.849							
Our organization projects are affected by government pronouncements on changes in NGOs policy from time to time	.907							
Our organization projects are affected by the political stability of the country	.475							
Our organization projects are affected by change of political regime						.584		
Our organization projects are affected by devolved Government structure						.438	.534	
Our organization projects are affected by the country's overall political stability						.772		
Our organization projects are affected by government's fiscal policies	.48							.556
Our organization is self-sufficiency in project operation			.737					
Our organization does not rely on other entities on its core decisions			.775					
Our organization has gifted professional for projects continuity		.417		.401				
The managers in our organization are strengthened to acquire ability to maximize shareholders wealth for continuity				.64				
Our organization has autonomy in project decision-making							.832	
There are body of knowledge to support project long performance in our organization		.558						
There is increased external financing for the projects continuity and performance in our organization.		.675						
Our organizational projects are stalled due to lack of funding					.852			
Major partners and financiers believe in our organizational projects		.689						
There has been adequate financial support in the implementation of our organizational projects.		.668						
There are always many financiers and partners interested in financing of organizational projects.				.768				
Our partners have contributed more funds towards implementation of organizational projects.								.773
Many organizational projects have stalled due to lack of adequate equipment and human capacity from sponsorship.					.819			

Table 3.10 Contd'…

Rotated Component Matrix(a)

	Component							
	1	2	3	4	5	6	7	8

a. Rotation converged in 19 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.611	.415	.313	.353	.025	.365	.263	.169
2	.019	-.533	.517	-.195	.534	.268	.138	-.187
3	-.45	.524	.266	.093	.543	-.144	-.24	.263
4	.311	.249	-.535	-.465	.51	-.056	.249	-.115
5	-.47	.177	-.078	.295	-.022	.128	.638	-.483
6	-.22	-.095	.048	-.32	-.159	.036	.545	.716
7	.063	-.408	-.376	.651	.365	-.178	.089	.303
8	-.23	.013	-.357	0	.033	.85	-.281	.129

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data (2018)

With Kaiser Normalization rotation, a varimax approach was used to generate an 8-component structure, as shown in Table 3.10. The original twenty things were kept and loaded onto the 8 components. The first two components accounted for most of the loadings, implying that they accounted to a great extent for the variations. Component one had four factor loadings, while five factor loaded under component two.

3.7.3 Validity for Decision Quality

To further test construct validity, the KMO measure of sample adequacy and Bartlett's sphericity test, scree plot, communalities, total explained variance, component matrix transformation and rotated component matrix were obtained. Two precondition tests were carried out to see if the data was suitable for factor computation, including evaluations for sphericity and adequacy of sampling by both Bartlett and KMO respectively. The aim was to test negative assumption that there lacked correlation among variables. Table 3.11 displays the outcomes**.**

Table 3.11: KMO and Bartlett's Test for Decision Quality

	KMO and Bartlett's Test	
Adequacy of Sampling by KMO.		0.64
Sphericity examination by Bartlett	Approx. Chi-Square	1,709
	Df	378
	Sig.	0.000

Source: Primary Data (2018)

As displayed in Table 3.11, the research yielded a KMO test value of0.64. This was significant a $p<0.05$, as per the threshold of 0.05 (Tabachnick and Fidell, 2007). It follows then that the variables are correlated hence the null hypothesis was not accepted. KMO levels greater than 0.5 are considered appropriate according to Kaiser (1974). On the other hand, Hutcheson and Sofroniu (1999) proposes that between 0.5-0.7, the KMO values can be deemed mediocre, while 0.7-0.8, the values are good. Between 0.8- 0.9, the KMO values can be considered great while above 0.9, the values are superb. In the current investigation then, the value 0.77 was adequate.

To verify the initial solution, the Principal Component Analysis (PCA) technique was employed, comprising of two stages that is a solution that is not rotated and one that is rotated. This strategy was deemed beneficial since it allowed the dataset to be reduced to a more manageable size while still retaining a significant amount of the original data. Table 3.12 demonstrates the outcomes of the solution that is not rotated**.**

Table 3.12: Total Variance Explained

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.81	20.75	20.75	5.81	20.75	20.75	3.043	10.867	10.867
2	2.424	8.659	29.409	2.424	8.659	29.409	2.966	10.592	21.46
3	2.314	8.265	37.674	2.314	8.265	37.674	2.345	8.376	29.835
4	1.641	5.862	43.536	1.641	5.862	43.536	2.281	8.146	37.981
5	1.55	5.537	49.073	1.55	5.537	49.073	1.818	6.493	44.474
6	1.402	5.007	54.08	1.402	5.007	54.08	1.795	6.41	50.884
7	1.334	4.766	58.846	1.334	4.766	58.846	1.671	5.967	56.851
8	1.166	4.166	63.012	1.166	4.166	63.012	1.472	5.258	62.108
9	1.063	3.796	66.808	1.063	3.796	66.808	1.316	4.7	66.808
10	0.999	3.568	70.376						
11	0.93	3.322	73.698						
12	0.801	2.861	76.559						
13	0.787	2.812	79.371						
14	0.747	2.668	82.038						
15	0.713	2.546	84.585						
16	0.651	2.324	86.909						
17	0.611	2.182	89.09						
18	0.546	1.95	91.041						
19	0.494	1.764	92.804						
20	0.42	1.499	94.303						
21	0.342	1.221	95.524						
22	0.317	1.132	96.656						
23	0.259	0.923	97.58						
24	0.218	0.777	98.357						
25	0.196	0.698	99.056						
26	0.125	0.447	99.503						
27	0.093	0.331	99.834						
28	0.046	0.166	100						

Method of Extraction: PCA.

Source: Primary Data (2018)

As shown in Table 3.12, a total of 28 components (statements) were created. Nine components accounted 66.808% of the variances among the 28, whereas 19 components accounted for 33.192 percent of the disparities. The criterion by Kaiser was used to find variables with eigenvalues of 1 or more than 1. To this purpose, the analysis discovered that the first nine assertions, accounting for 66.808 percent of the total, had eigenvalues equal to or greater than 1. Component 1 accounted for 10.867 percent of the differences, whereas 2 components explained 10.592 percent of the variations and 8.376 percent of the variances was accounted for component 3. As a result, depending on the overall variance, a maximum of 8 elements were retrieved from the combined data set.

According to Nunnally and Berstein (1994), the Kaiser criterion has a flaw in that it has a tendency to overstate the number of components. Stevens (2002) presented a scree plot to determine the quantity of items to be preserved to remedy this flaw. The eigenvalues are plotted versus the number of components on a scree-plot, and an inflexion point is shown on the curve. The number of attributes to be removed is then calculated using this information. Before the inflexion point, the components in a scree plot indicate the number of factors to keep, however beyond the point of inversion, the components suggest that fewer and smaller quantities account for each successive factor, and hence should not be kept.

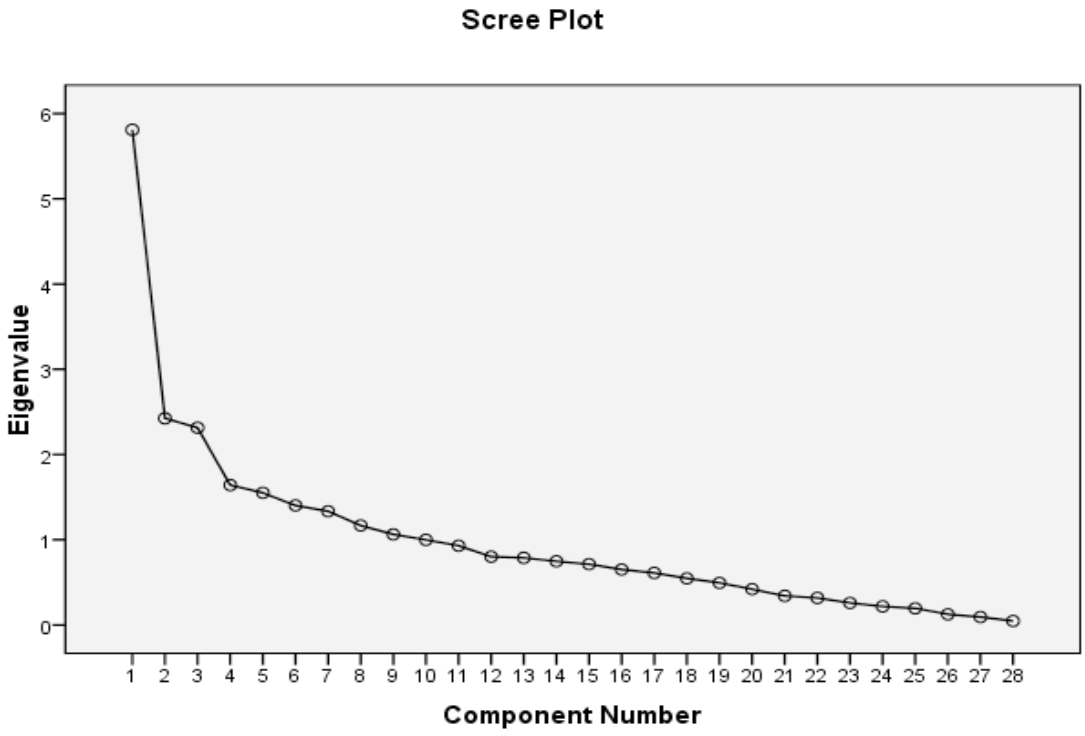


Figure 3.3: Scree Plot for Decision Quality Components
Source: Primary Data (2018)

According to Norusis (2003), the plot frequently depicts a significant break between the large constituents at the upright grade and the other elements at the stable sprawling off at the bottom. Factors ought to only be used before the scree begins. In Figure 4.3, only the first 17 components appear in the current findings prior to the inflexion point at the scree graph. As a result, in the merged data set, only 17 descriptors were deemed appropriate. Table 3.13 shows the unrotated combined data component matrix**.**

Table 3.13: Unrotated Component Matrix

Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
Our organization ensures adequate competencies of all stakeholders in decision-making process	.774								
Decision makers in our organization are diverse in areas of specialization	.731								
Before making strategic decisions, top management thoroughly considers all options	.403								
The strategic plan guides strategic decisions				.471					
After a thorough examination of all internal organizational issues, strategic decisions are made	.553								
The progress of strategic decisions is monitored by top management	.619								
Strategic decisions are made after careful analysis of the external environment	.572				-.454				
The strategic proposals prepared by top management are ratified by other levels of management		-.501	.434						
Decisions in our organization are geared towards value maximization	.412	.663							
Our firm decisions achieve the intended purpose	.515	.537							
The decisions made are geared towards objective execution framework		.504							
The decisions in our organization provides short and Long-term direction towards achieving organizational goals									

Table 3.13 Contd'…

Our decisions are well framed in achieving a common goal	.467					
Diverse alternatives are in line with different organizational goals				-.437		
The goals to be achieved by the organization are aligned with each objective decision						
The implementation of strategic decisions involves all departments	.424					
The top management makes strategic judgments	.538	.407				
The executive makes use of information obtained from its customers when making decisions			.48			
The executive makes use of information obtained from the Regulatory body when making decisions					.753	
The executive makes use of information obtained from all its stakeholders when making decisions						
The executive makes use of information obtained from its employees when making decisions			-.436	.413		
When making strategic decisions, all departments' perspectives are taken into account			.405			
The views of all organizational stake holders are incorporated in the decisions		.411				.463
In our organization decisions made have yielded key results	.558	-.611				
Decisions in our organization have resulted to reliable information	.519	-.681				
Major problems in line of management have been solved by quality of decisions	.506	-.515				
Decisions have solved complex scenarios in key areas of performance	.581			.441		
Performance of our organization is dependent on key decisions made				.456		

Method of Extraction: PCA.
a. 9 extracted components.

Source: Primary Data (2018)

As displayed in Table 3.14, 9 With the exception of component nine, components were derived from the aggregated information from the factor matrix that is not rotated, with all elements loaded throughout all 9 components. To account for the components not initially explained by this extraction, a factor rotation was performed. The results are as displayed in Table 3.14**.**

Table 3.14: Rotated Component Matrix[a]

Rotated Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
Our organization ensures adequate competencies of all stakeholders in decision-making process	.593			.424					
Decision makers in our organization are diverse in areas of specialization	.613								
Before making strategic decisions, top management thoroughly considers all options						.402	.423		
The strategic plan guides strategic decisions			.426						
After a thorough examination of all internal organizational issues, strategic decisions are made	.745								
The progress of strategic decisions is monitored by top management	.787								
Strategic decisions are made after careful analysis of the external environment	.638								
The strategic proposals prepared by top management are ratified by other levels of management							.516		
Decisions in our organization are geared towards value maximization			.889						
Our firm decisions achieve the intended purpose			.829						
The decisions made are geared towards objective execution framework			.446					.592	
The decisions in our organization provides short and long-term direction towards achieving organizational goals						.525			
Our decisions are well framed in achieving a common goal									
Diverse alternatives are in line with different organizational goals				.493					
The goals to be achieved by the organization are aligned with each objective decision								.713	

Table 3.14 Contd'…

Rotated Component Matrix(a)									
	Component								
	1	2	3	4	5	6	7	8	9
The implementation of strategic decisions involves all departments				.77					
The top management makes strategic judgments				.75					
The executive makes use of information obtained from its customers when making decisions						.705			
The executive makes use of information obtained from the Regulatory body when making decisions							.846		
The executive makes use of information obtained from all its stakeholders when making decisions									-.407
The executive makes use of information obtained from its employees when making decisions					.565			.421	
When making strategic decisions, all departments' perspectives are taken into account									.78
In our organization decisions made have yielded key results		.889							
Decisions in our organization have resulted to reliable information		.923							
Major problems in line of management have been solved by quality of decisions		.83							
Decisions have solved complex scenarios in key areas of performance					.704				
Performance of our organization is dependent on key decisions made					.687				

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 10 iterations.

Component Transformation Matrix Component	1	2	3	4	5	6	7	8	9
1	.589	.452	.295	.379	.27	.202	.222	.211	.104
2	-.14	-.406	.685	.217	.23	-.337	-.24	.248	-.114
3	.188	-.719	-.318	.397	.045	.322	.268	.107	-.014
4	.377	-.284	.324	-.581	-.296	.2	.004	.112	.44
5	-.5	.163	.179	.295	-.405	.539	-.129	.308	.197
6	-.2	-.014	-.106	-.319	.759	.431	-.242	.13	.101
7	-.41	.006	.163	-.087	.184	-.146	.803	-.041	.312
8	-.01	-.053	.409	-.066	-.017	.449	.138	-.621	-.468
9	.003	.055	-.025	-.336	-.103	.057	.285	.609	-.646

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data (2018)

With Kaiser Normalization rotation, a 9-component structure was identified using a varimax approach as shown in Table 3.14. The 28 initial elements were kept and loaded with the 28 original things. Component one had 5 factor loadings, while element two had 3 factor loadings. Part three has three items loaded, while element four has four items loaded.

3.7.4 Validity for Organization Performance

To confirm the validity of Performance of organizations measurement constructs, two precondition tests were carried out to see if the data was suitable for factor computation, including evaluations for sphericity and adequacy of sampling by both Bartlett's test and KMO respectively. The aim was to test negative assumption that there lacked correlation among variables. Table 3.15 displays the outcomes**.**

Table 3.15: KMO and Bartlett's Test for Organization Performance

	KMO and Bartlett's Test	
Adequacy of Sampling by KMO.		0.611
Sphericity examination by Bartlett	Approx. Chi-Square	1,197
	Df	325
	Sig.	0.000

Source: Primary Data (2018)

As displayed in Table 3.15, The research yielded a KMO test value of0.611. This was significant a $p<0.05$, as per the threshold of 0.05 (Tabachnick & Fidell, 2007). It follows then that the variables are correlated hence the null hypothesis was not accepted. KMO levels greater than 0.5 are considered appropriate according to Kaiser (1974). On the other hand, Hutcheson and Sofroniou (1999) proposes that between 0.5-0.7, the KMO values can be deemed mediocre, while 0.7-0.8, the values are good. Between 0.8- 0.9, the KMO values can be considered great while above 0.9, the values are superb. In the current investigation then, the value 0.77 was adequate.

To verify the initial solution, the Principal Component Analysis (PCA) technique was employed, comprising of two stages that is a solution that is not rotated and one that is rotated. This strategy was deemed beneficial since it allowed the dataset to be reduced to a more manageable size while still retaining a significant amount of the original data. Table 3.16 demonstrates the outcomes of the solution that is not rotated**.**

Table 3.16: Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.427	17.027	17.027	4.427	17.027	17.027	2.927	11.259	11.259
2	2.673	10.28	27.306	2.673	10.28	27.306	2.324	8.937	20.196
3	2.069	7.959	35.265	2.069	7.959	35.265	2.307	8.873	29.069
4	1.797	6.91	42.176	1.797	6.91	42.176	2.041	7.848	36.917
5	1.55	5.962	48.138	1.55	5.962	48.138	1.814	6.975	43.893
6	1.475	5.674	53.812	1.475	5.674	53.812	1.687	6.49	50.383
7	1.343	5.164	58.976	1.343	5.164	58.976	1.525	5.865	56.248
8	1.156	4.446	63.422	1.156	4.446	63.422	1.504	5.784	62.033
9	1.041	4.005	67.427	1.041	4.005	67.427	1.402	5.394	67.427
10	0.972	3.737	71.163						
11	0.86	3.306	74.47						
12	0.812	3.124	77.594						
13	0.77	2.961	80.556						
14	0.709	2.727	83.282						
15	0.693	2.667	85.949						
16	0.58	2.231	88.18						
17	0.5	1.922	90.101						
18	0.463	1.78	91.882						
19	0.405	1.559	93.44						
20	0.389	1.495	94.935						
21	0.349	1.344	96.279						
22	0.281	1.079	97.358						
23	0.241	0.927	98.284						
24	0.198	0.763	99.047						
25	0.163	0.629	99.676						
26	0.084	0.324	100						

Method of Extraction: PCA.

Source: Primary Data (2018)

As shown in Table 3.16, a total of 26 statements (components) were created. Nine elements explained 67.427 percent of the variances, while 17 factors explained 32.573 percent of the variances. The study established that the first 9 statements had equal to or greater than 1 eigenvalues, accounting for 67.427 percent. Component 1 accounted for 11.259 percent of the differences, whereas 2 components explained 8.937 percent of the variances and component 3 accounted for 8.873 percent of the variances. As a result, depending on the total variance, a total of nine factors were retrieved from the pooled data set.

The Kaiser criterion has a flaw, according to Nunnally and Berstein (1994), in that it has a tendency to overstate the value number of factors. Stevens (2002) presented a scree plot to determine the quantity of assertions to be preserved to remedy this flaw. The eigenvalues are plotted versus the number of constituents on a scree plot, and an inflexion point is shown on the curve. The number of attributes to be removed is then calculated using this information. Before the inflection point, the constituents in a scree plot indicate the number of factors to keep, however beyond the inflection point, the factors suggest that fewer and smaller quantities account for each successive factor, and hence should not be kept.

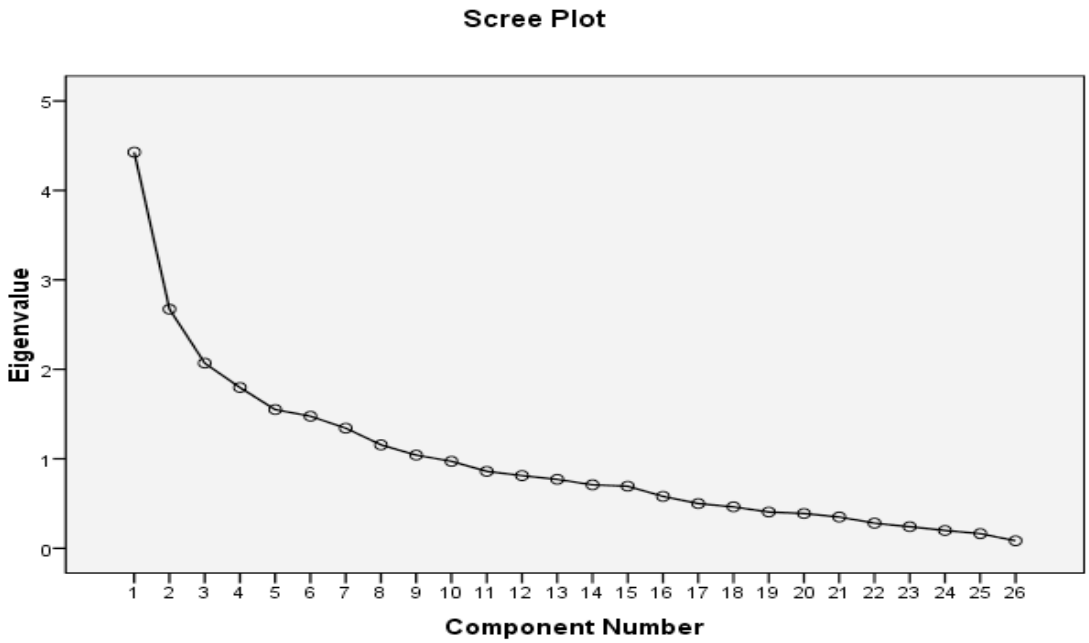


Figure 3.4: Scree Plot for Decision Quality Components

Source: Primary Data (2018)

According to Norusis (2003), the plot frequently depicts significant discontinuities between the large components at the upward slope and the other elements at the continuous fading off at the bottom. Factors should only be used before the scree begins. In Figure 3.4, only the first 15 factors appear prior to the inflexion point at the scree graph in the current findings. As a result, in the merged data set, only 15 descriptors were deemed appropriate. Table 3.17 shows the un-rotated combined data component matrix**.**

Table 3.17: Unrotated Component Matrix

Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
The projects in our organization given completion timeframes	.65	-.43							
The management in our organization ensures projects are completed as stipulated	.69			.418					
Time for completing the initiated projects is given upper hand in our organization	.5	-.429							
Most of our projects are completed on time in our organization	.526								

Table 3.17 Contd'…

There are explanations of the involved stakeholders when projects delay as stipulated		.518			.455			
There is prior communication in the event that the projects would delay								.414
Completing projects on time is emphasized by the management in our organization			.472					
The projects in our organization are in line with organization purpose	.526	.412			-.46			
All stakeholders in our organization are satisfied with the projects implemented							.524	
The projects in our organization are well decided by major stakeholders	.441							
The intended group of stakeholders are given priority in the initiated projects	.407							
There is continuous monitoring and evaluation to determine suitability of the projects			.528					
The projects implemented satisfies all stakeholders on equal measures		.476						
Most of our projects are accepted by the intended stakeholders	.514	.435						
Our projects are funded adequately to achieve their goals	.6							
Most of our projects do not fail at any given time			.556	.45				
Those projects that seem not to be sustained are closed down			.446			.43		
Our organization allocates adequate funding to the projects	.535	.402						
The projects in our organization are full supported by donor funding	.452	.47			-.476			
Most of our projects stall due to inadequate funding				.526				-.511
Before any project starts in our organization, proper budgeting is done		-.402	-.473			.419		
No project in our organization starts without proper budgeting	.542							
Our organization management communicates budget to stakeholders prior to initiating of any project			-.592					

Method of Extraction: PCA.
a. 9 extracted components.

Source: Primary Data (2018)

9 components were recovered from the dataset collected from the un-rotated component matrix, as shown in Table 3.17, with all 9 factors having item loadings. To account for the components not initially explained by this extraction, a factor rotation was performed. The results are as shown in Table 3.18**.**

Table 3.18: Rotated Component Matrix[a]

Rotated Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
The projects in our organization given completion timeframes	.871								
The management in our organization ensures projects are completed as stipulated	.874								
Time for completing the initiated projects is given upper hand in our organization	.772								
Most of our projects are completed on time in our organization	.527								
There are explanations of the involved stakeholders when projects delay as stipulated						.748			
There is prior communication in the event that the projects would delay					.616				
Completing projects on time is emphasized by the management in our organization					.602				
The projects in our organization are in line with organization purpose			.785						
All stakeholders in our organization are satisfied with the projects implemented							.778		
The projects in our organization are well decided by major stakeholders						.503			
The intended group of stakeholders are given priority in the initiated projects						.428			

Rotated Component Matrix(a)	Component								
	1	2	3	4	5	6	7	8	9
There is continuous monitoring and evaluation to determine suitability of the projects					.671				
The projects implemented satisfies all stakeholders on equal measures						.454	.557		
Our organization have been applauded for the successful performance of the projects				.521					
Most of our projects are accepted by the intended stakeholders		.799							
Most of our projects are within the period intended		.85							
Our projects are funded adequately to achieve their goals		.705							
Most of our projects do not fail at any given time					.439			.552	
We have witnessed projects failure in the past after completion									-.798
Those projects that seem not to be sustained are closed down				-.446					.426
Our organization allocates adequate funding to the projects			.784						
The projects in our organization are full supported by donor funding			.841						
Most of our projects stall due to inadequate funding								.894	
Before any project starts in our organization, proper budgeting is done				.474					.567
No project in our organization starts without proper budgeting				.709					
Our organization management communicates budget to stakeholders prior to initiating of any project				.768					

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser

Table 3.18 Contd'…

Rotated Component Matrix(a)									
	Component								
	1	2	3	4	5	6	7	8	9
Normalization.									
a. Rotation converged in 17 iterations.									

Component Transformation Matrix									
Component	1	2	3	4	5	6	7	8	9
1	.605	.474	.443	.32	.214	.108	-.189	.122	.046
2	-.49	.428	.459	-.1	-.161	.421	.311	-.218	-.096
3	-.15	.079	.071	-.601	.713	.033	-.09	.294	.051
4	.531	-.287	.084	-.487	-.226	.365	.177	-.045	.417
5	-.14	-.369	.322	.344	.077	-.039	.395	.637	-.233
6	.017	.237	-.65	.228	.122	.602	.151	-.259	-.041
7	.125	-.395	.152	.044	.125	.338	.249	-.174	.762
8	.24	.336	-.175	-.138	.041	-.445	.752	-.05	.111
9	-0	-.206	-.018	.312	.576	.016	.145	-.587	-.403

Method of Extraction: PCA.
Rotation Method: Varimax with Kaiser Normalization.

Source: Primary Data (2018)

With Kaiser Normalization rotation, a 9-component structure was identified using a varimax approach as shown in Table 3.18. The 26 basic elements were kept and loaded with the 26 original things. Six items loaded on component one and two, component three, four, five and six had factor loadings of three. Components seven had a loading of one, component eight had two and component nine had a loading of one.

3.8 Operationalization of the Key Study Variables

The variables in this study were made operational to enable quantitative measurement. The variables were operationalized as per the study's objectives. They have been advanced in Table 3.19.

Table 3.19: Operational Definition of Key Study Variables

Variable	Operational Indicators	Measure of Indicators	Supporting literature
Competitive Strategies **(Independent variable)**	• Outsourcing • Strategic Alliances • Joint Ventures • Innovations	5-point Likert type scale;	Parnell (2011); Buul and Omundi (2017); Andrevski (2009); Monyake et al. (2019)
Managerial Autonomy **(Moderating variable)**	• Political Influence • Security of Tenure • Sponsorship	5-point Likert type scale;	Yesilkagit & Thiel (2008); Van de Walle (2018); Arvidson & Linde (2021); Elliot (2021)
Decision Quality **(Intervening variable)**	• Decision maker's competences • Inclusivity in decision making process • Concordance of the choices with firm goals • Desired effect of decisions	5-point Likert type scale;	Geisler & Allwood (2015); Munjuri (2019)
Performance **(Dependent variable)**	• Completion time • Relevance/ suits purpose • Sustainability • Within Budget	5-point Likert type scale;	Gathingu *et al.* (2022); Klakegg (2009)

Source: Primary Data (2018)

As illustrated, the study variables are four-fold, one independent variable (Competitive Strategies), one moderating variable (Managerial Autonomy), one intervening variable (Decision Quality) and one dependent variable (performance). The indicators and measures to the foregoing variables are also provided.

3.9 Data Analysis

Prior to doing the data analysis, the research questionnaires were entered into the Statistical Package for Social Sciences (SPSS) version 26. As a consequence, the data gathered was deemed to be consistent, accurate, clean, and complete by the researchers. The researcher was then able to perform the required analytical and statistical processes, such as descriptive and inferential analyses, as a result of his or her previous experience.

Inferential and descriptive analytics were employed in this investigation, as well as regression models, in order to analyze the data. In the beginning, the analyses were purely descriptive in nature, consisting only of the most fundamental operations such as frequencies, percentages, averages, and standard deviations. Later, the analyses became more complex and included more advanced operations such as regression and classification. Both the demographic data and the set of Likert-type scale items were used to conduct these analyses. To determine the degree and significance of the relationship between the study variables, an inferential analysis model was utilized in conjunction with the regression model.

Normality diagnostic tests, multicollinearity tests, and homogeneity tests may all be used to evaluate if the data is distributed asymmetrically or symmetrically normal. The Shapiro-Wilk and Kolmogorov-Smirnov tests were employed to evaluate whether or not the data was normal in this study. According to Newbert (2008), multicollinearity tests are used to determine the degree to which the independent variables are correlated with one another. The Variance Inflation Factor (VIF) was used to determine whether or not there was multicollinearity among the independent variables. A VIF of 10 implies strong multicollinearity, whereas a VIF of 5 suggests low multicollinearity. The following formula was utilized to determine VIF, where R2 is the determination coefficient.

$$\text{VIF} = \frac{1}{1 - R^2}$$

The assumption of homoscedasticity is that error variance is constant. The standard deviation true forecast errors are difficult to assess due to heteroscedasticity, which is a violation of homoscedasticity. The presence or absence of homoscedasticity was determined using the scattered residual plot.

3.10 Test of Hypotheses

Descriptive statistics were utilized to analyze data by use of SPSS and using means, deviations, frequencies and percentages. For the purpose of determining the degree and significance of the relationship between research variables, a regression model was developed**.**

Table 3.20: Summary of Test of Hypotheses

Objective	Hypotheses	Statistical Model	Interpretation of Results
To examine the effect of Competitive Strategies on Performance of PBNGO's	**H_{01}: Competitive Strategies** have no significance effect on the Performance of PBNGOs.	**Model 1** Simple Linear Regression Analysis $Y_1 = \alpha + \beta_1 X + \varepsilon_1$ Y_1= Firm Performance. α= constant (intercept) β_1, = coefficients X= Competitive Strategies, ε_1 = Error term	**F**- Overall Significance of model **R** -Strength of relationship between Organizational Performance and strategies that are competitive **R^2**-Extent of variations in performance indicated by Competitive Strategies **Beta value** - Influence of predictor variable on outcome variable (negative or positive) **t^2 –test** – momentous of individual variables **P value> 0.05**- fail to accept hypothesis
To establish the moderating	**H_{02}:** Managerial autonomy	**Model 2** Hierarchical Regression analysis	**F**- Overall model significance **R** – Magnitude of association

Table 3.20 Contd'…

effect of Managerial Autonomy on Performance and Competitive Strategies of PBNGO's	has no significant moderating effect on the relationship between competitive strategies, and performance of PBNGOs in Kenya	$Y_2 = \alpha + \beta_1 X + \varepsilon$ $Y_3 = \alpha + \beta_1 X + \beta_2 Z + \varepsilon$ $Y_4 = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X.Z + \varepsilon$ α =constant (intercept), $\beta_1, \beta_2, \beta_3$= coefficients Y_2, Y_3 and Y_4 = Performance ; X= Competitive strategy, Z=Managerial Autonomy ε= Error term; X.Z= Competitive strategy and Managerial Autonomy interaction	between Managerial Autonomy and Organizational Performance **R^2**-Extent of variations in performance indicated by Managerial Autonomy **Beta value** - Influence of predictor variable on outcome variable (negative or positive) **t^2 –test** – momentous of individual variables **Interaction term** – to test level of moderation **P value> 0.05**- fail to accept hypothesis.
To establish the intervening effect of Decision Quality on Competitive Strategies and performance of PBNGO's	**H_{03}:** Decision quality has no significant intervening effect on the relationship between competitive strategies and performance of PBNGOs in Kenya	**Model 3** Stepwise Regression analysis $Y_5 = \alpha + \beta_1 X + \varepsilon$ $W = \alpha + \beta_1 X + \varepsilon$ $Y_6 = \alpha + \beta_1 W + \varepsilon$ $Y_7 = \alpha + \beta 1\ X + \beta_2 W + \varepsilon$ α =constant (intercept) β_1, β_2, = coefficients X= Competitive Strategies Y_5, Y_6 and Y_7= Performance W = Decision Quality ε= Error term	**F**- Overall model significance **R** – Magnitude of association between Decision Quality and Organizational Performance **R^2**-Extent of variations in performance indicated by Decision Quality **Beta value** - Influence of predictor variable on outcome variable (negative or positive) **t^2 –test** – momentous of individual variables **P value> 0.05**- fail to accept hypothesis.
To explore the effect of Decision Quality on Performance of PBNGO's in Kenya	**H_{04}:** Decision quality has no significant effect on Performance of PBNGOs in Kenya	**Model 4** Simple Linear Regression Analysis $Y_6 = \alpha + \beta_1 W + \varepsilon$ Y_8= Firm Performance. α= constant (intercept), β_4, = coefficient for H_4 W= Decision Quality ε_1 = Error term	**F**- Overall model significance **R** – Magnitude of association between Decision Quality and Organizational Performance **R^2**-Extent of variations in performance indicated by Decision Quality **Beta value** - Influence of predictor variable on outcome variable (negative or positive) **t^2 –test** – significance of individual variables **P value> 0.05**- fail to accept hypothesis

Table 3.20 Contd'…

To determine the joint effect of competitive strategy, Managerial Autonomy and Decision Quality on Performance of PBNGO.	**H_{05}:** Competitive Strategies, Managerial Autonomy and Decision Quality jointly do not significantly affect the PBNGOs in Kenya	**Model 5** Multiple Regression analysis $Y_8 = \alpha + \beta_1 X + B_2 W_. + \beta_3 Z_. + \varepsilon$ Y= firm performance α= constant (intercept) $X_=$ Is the composite index of competitive strategy $W_=$ Is the composite index of Managerial Autonomy $Z_=$ Is the composite index of Decision Quality $\beta_1, \beta_2, \beta_3$- are the coefficients ϵ-is the error term	**F**- Overall model significance **R** – Magnitude of association among Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance **R^2**-Extent of variations in performance indicated by Competitive Strategies **Beta value** – Influence of predictor variable on outcome variable (negative or positive) **t^2 –test** – significance of individual variables **P value> 0.05**- fail to accept hypothesis.

Source: Primary Data (2018)

Table 3.20 further enlists the various objectives, hypotheses for the four study variables along with the statistical mode for each. The scale is nominal for Competitive Strategies and ordinal for the rest of the variables. in all the four variables, both descriptive and inferential computations were utilized.

This chapter explored the methodologies employed in the selection of respondents, collection of data as well as the analysis of data. Specifically, the chapter explained the research design, the factors that were examined, and the measurements that were employed. It also discussed the philosophical underpinnings of the investigation. This chapter has gone into further detail about how the study's research question was resolved. It also examined the populations and samples intended as well as the data collection process and analysis. The chapter also describes the preparatory procedures that were carried out to ensure the validity and reliability of the research instruments as well as the normalcy and predictability of the study results.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

The outputs of the investigation, as well as the methodology and research instrument, are described in this chapter. Response rate, demographic analysis of respondents, Statistical Outputs for study variable measurements, diagnostic tests, test of hypotheses findings, and summary of hypotheses results are all included in this chapter. The chapter concludes with an argument of the outcomes in relation to theoretical and empirical literature. This research used a methodical approach, analyzing all study constructs in depth and inferring connections between them.

The response rate is shown initially, then diagnostic test findings such as reliability, validity, normalcy, linearity, multicollinearity, and heteroscedasticity are presented. Prior to the descriptive analysis, the diagnostic findings were to be used to determine what remedial actions were required. For each research variable, descriptive statements were generated on a 5-point Likert scale, and respondents were asked to indicate the relevance of the statements to their respective companies. The relationship between the research variables is then presented and explained using descriptive analysis like means, standard deviation, frequency distribution tables, and variation coefficients.

The diagnostic tests of normalcy, multicollinearity, and homogeneity tests of normality are used to determine if the data is asymmetrical or normal. The Shapiro-Wilk and Kolmogorov-Smirnov tests were used to assess normality in this research. If the computed probability values are less than 0.05, the data will deviate substantially from a normal distribution.

4.2 Response Rate

Descriptive cross-sectional survey design was adopted in the study on PBNGOs in Kenya. The instrument was distributed to the different organizations by trained research assistants. The study targeted 161 PBNGOs in Kenya as listed by the National Board of NGOs. Results are portrayed in Table 4.1**.**

Table 4.1: Response Rate

Status	**Frequency**	**Percentage**
Respondent	141	87.6%
Not Responded	20	12.4%
Total	**161**	**100%**

Source: Primary Data (2018)

The research targeted 161 PBNGOs. With 141 questionnaires returned and in good order for use, the research had an 87.6 percent response rate. This response rate was deemed extremely excellent by Kothari (2004), who said that a response rate of more than 75% was considered very good. Wachira and Kosimbei (2016) studied NGOs in Kenya's Kiambu County and found a response rate of 64.2 percent, which was deemed sufficient to draw conclusions from the results.

A response rate of 70 percent or higher is exceptional, 60 percent is adequate and 50 percent is acceptable, according to Mugenda & Mugenda (1999). According to Fowler (1984), a 60 percent response rate appropriately represents the research population. The approach used in data collection, which included the use of both NACOSTI permit and authorization letter from the University and elucidating the study's nature and purpose, and recruitment of trained research assistants skilled in building rapport with study participants, can be attributed to the response rate. Furthermore, respondents were given two weeks to reply, with follow-up visits conducted to the respondents.

4.3 Organizations Demographic Profiles

The firms were studied for manifested demographic profiles. The firm profile demographics that were considered included years the organization was in operation, scope of operation (National throughout Kenya, regionally within East Africa) and the organization size as indicated by personnel. Scope of operation is a long-term capacity decision that entails a long-term commitment to the geographical static variables that affect an organization, and therefore a key strategic level decision that influences performance. Furthermore, the research looked at how organizational size impacted performance in terms of people. Due to better access to resources, higher market power, and economies of scale, large firms are often able to create stronger competitive capacity than small competitors.

4.3.1 Number of Years Organization has been in Operation

The study determined the number of years the organizations have been in existence. This was to investigate whether the Project Based NGOs were well versed with the dynamics of the NGO industry and fully understand the various Competitive Strategies, the Managerial Autonomy and Decision Quality required for performance to be realized. The study findings are depicted in Table 4.2**.**

Table 4.2: Number of Years Organization has been in Operation

Intervals	Frequency	Percentage
Less than 5 years	20	14.2
5 to 10 years	38	27
11 to 15 years	13	9.2
16 to 20 years	10	7.1
Over 20 years	60	42.6
Total	141	100

Source: Primary Data (2018)

Results portrayed in Table 4.2 indicated that majority of the study PBNGOs at 42.6 percent had been in existence for over 20 years and accumulatively over 60 percent of the organizations had existed for over 10 years. The finding is therefore of the implication that the study is representative of NGOs across a wide spectrum with respect to years of operation and indicative that the long period of experience would enable the respondents provide accurate information. It also allows deduction that they have the ability to express and enlighten the study's purpose on Competitive Strategies, Managerial Autonomy, Decision Quality and how they influence Performance.

4.3.2 Scope of Operation

Respondents were required to specify the regions served by the organizations which enabled the study determine the scope of operation of the Project Based NGOs surveyed. This was in the premise that, organizations with a wide scope of operation are able to have better performance. Table 4.3 displays the outcomes**.**

Table 4.3: Scope of Operation by the Organization

	Frequency	Percent
National (only within in Kenya)	49	34.8
Regional (only within East Africa)	41	29.1
Continental (only in Africa)	24	17
Global (Africa and other Continents)	27	19.1
Total	**141**	**100**

Source: Primary Data (2018)

It was established, as tabulated in Table 4.3 that the study is representative of Project Based NGOs in their diversity with regard to the scope of operation, with a majority being Kenyan based (34.8 percent) As presented, Project Based NGOs with scope of operations beyond the Kenyan borders were also reached.

The findings implied that the studied PBNGOs had national, regional and global coverage and therefore findings were representative and applicable to all PBNGOs evaluated in terms of coverage. The finding further establishes that most Project Based NGOs in Kenya serve a wide range of segments closely located. Generally, an organization serving a wide market range performs well as opposed to those limited to markets within its geographic location.

4.3.3 Number of Personnel

In order to give an indication of the respective sizes of Project Based NGOs operating in the country, the goal of the study was to figure out how many employees there were. among respondent NGOs. Ideally, the more the number of employees, the bigger the respective organizations as well as the ability to implement certain fundamental constructs like Competitive Strategies. Accordingly, larger organizations would require more employees in each functional unit to carry out the needed roles. Findings further indicated that an organization may be doing well in terms of number of services they provide to the larger segments. The personnel number referred to only staff in the PBNGOs payroll and excluded contracted staff. Results are portrayed in Table 4.4**.**

Table 4.4: Number of Personnel

Number of Personnel	Frequency	Percentage
Between 1-100	78	55.3
Between 101-200	34	24.1
Between 201-300	19	13.5
Between 301-400	5	3.5
Over 401	5	3.5
Total	141	100

Source: Primary Data (2018)

A majority of Project Based NGOs (55.3 percent) were found to have less than 100 employees, as displayed in Table 4.4, while only 3.5% had more than 300 employees. The finding implies that the study is representative of perspectives from Project Based NGOs of various relative sizes and therefore the results obtained were considered to be reliable.

4.4 Manifestations of the Study Variable Constructs

Data on the study variables was computed on a five-point Likert scale. The respondents were required to assess the presented statements using a scale of 1-5 in which case '1' indexes to a very small degree, '2' denotes to a small degree, '3' implies to a lukewarm degree, '4' indexes to a great degree and '5'shows to a very great degree. Descriptive statistics were used to infer on manifestations of the various strategies. Variation coefficient at (CV) was used to show the variation of the responses among the respondents.

4.4.1 Manifestations of Competitive Strategies

Competitive strategy is concerned mainly about gaining dominance in the market by being unique and therefore, organizations must strive to ensure that they are keeping the gap over their competitors so as to ensure they are always the market leaders. In the current investigation, Competitive Strategies were operationalized according to Mullins (1999) through innovation, strategic alliances, outsourcing, and joint ventures which were successfully used in previous literature.

Competitive Strategies were an independent variable in the study. To cover information on the different dimensions of Competitive Strategies, descriptive items obtained from empirical review were administered to participants along Likert scale of a 5-point type with ranges from 1 representing (not at all) to 5 representing (very large extent). The analysis was meant to indicate respondents' respective levels of agreement in order to establish the tactics that are competitive adopted by a majority of the respondents. The findings are presented in the subsections that follow.

4.4.1.1 Manifestation of Outsourcing as an Attribute of Competitive Strategies

The study determined the manifestation of outsourcing as an attribute of Competitive Strategies among the Project Based NGOs in Kenya. Outsourcing is known to give a firm a competitive advantage since organizations are able to concentrate on their core mandate. To collect this information, responders were required to evaluate the statements about outsourcing and its expressions within the organization on a scale of one to five. Results obtained from 5-point Likert scale are shown in Table 4.5**.**

Table 4.5: Statistical Outputs for Outsourcing Strategy

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
Our organization concentrates on core functions and mandate and outsource other activities for the betterment of projects in question	4.3	0.506	11.77	.344	-.770
Outsourcing has brought about competitive advantage for the projects in our organization	4.3	0.534	12.42	.120	-.635
Our organization has realized cost reduction for the projects as a result of outsourcing	4.37	0.648	14.83	-.536	-.653
Outsourcing function in our organization mainly involves products and services geared at improving the projects undertaken	4.13	0.764	18.50	-.221	-1.250
Our organization outsource core competencies and capabilities to achieve project purpose	4.16	0.693	16.66	-.490	.129
The outsourced functions create projects value for our organization and stakeholders	4.28	0.636	14.86	-.322	-.666
Outsourcing has brought about project operational efficiency within our organization	4.23	0.684	16.17	-.329	-.849
Overall	**4.25**	**0.64**	**15.03**	**-0.205**	**-0.671**

Source: Primary Data (2018)

The mean score of the outsourcing dimension is (Mean=4.25, SD=0.64 and CV=15.03 percent). This is a high mean implying that the surveyed organizations have adopted outsourcing function as part of their Competitive Strategies. Outsourcing enables sharing of benefits and risks between the client and service provider which is associated with reduced operational costs and increased performance in their core mandate.

Based on the different mean established in response to the various statements pertinent to outsourcing as a competitive strategy, it can be deduced that a majority of the Project Based NGOs reached focus on their respective core functions and mandate and outsource other activities, which has resulted in betterment of projects in question. The vast majority of those polled strongly agreed that their organization had realized cost reduction (4.37) as well as higher Competitive Strategies (4.3) for the projects as a result of outsourcing. This implies that a majority of the respondents attribute significant cost reduction and project operational efficiency for the projects to outsourcing, as well as almost equal gains on competitive advantage. All statements had a mean above 4.13 which is above average implying that outsourcing manifests within the organizations highly.

Standard deviation throughout the board for outsourcing dimension was 0.64, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. The variation coefficient at ranged from 11.77% to 18.5% which implies that the respondents did not vary a lot on the statements measuring the manifestation of outsourcing in their organizations. An average Skewness of -.206 (between -2 and +2) and Kurtosis of -0.671 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. This therefore depicts high level of outsourcing function as a competitive strategy within the PBNGOs in Kenya.

So as to enhance business performance, organizations outsource others that possess requisite skills that are hitherto not presently offered in the firm. Therefore, they are in a position to enhance crucial areas of the business operations which results in Performance of organizations improved.

Further, when non- core business activities or practices are outsourced, the organization is able to concentrate on its critical business which leads to better business performance. Some of the services and functions outsourced by PBNGOs include information and communication technology services, human resource functions, cleaning services among others (O'Regan et al., 2011; Kathama, 2012). Outsourcing according to Cocks (2010) has increasingly become among the most widely accepted strategies in the present globalization era. In order to maintain their competitive competencies, the organizations have been seeking avenues for re-engineering their in-house practices and processes so as to enhance service levels. This has resulted in a cumulative tendency of firms to subcontract some of their organizational operations to other organizations in a bid to enhance their Organizational Performance.

4.4.1.2 Manifestation of Strategic Alliance as an Attribute of Competitive Strategies

In this situation, strategic alliances include the coordination of two or more partners in order to achieve common goals and achieve acceptable cooperation. Descriptive questions gathered from an empirical review were given to participants on a 5-point Likert scale to cover information on the various strategic partnership components. The Likert scale ranged from 1 (not at all) to 5 (very) (very large extent). They were given to participants, who were then asked to demonstrate how relevant the statements were in their companies. The outcomes are summarized in Table 4.6**.**

Table 4.6: Statistical Outputs for Strategic Alliances

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
Our organizations projects have gained dominance as a result of strategic alliances	4.32	0.589	13.63	-.218	-.615
There is reduced projects rival in our organization due to strategic alliances	4.25	0.645	15.18	-.609	.859
Our organization has gained projects core competencies and capabilities from strategic alliances	4.25	0.688	16.19	-.368	-.860
Our organization enjoy core resources or the projects arising from strategic alliances	4.23	0.662	15.65	-.446	-.064
Organizations in strategic alliances create more value in each other's projects	4.26	0.67	15.73	-.349	-.784
Our organization enjoys wider skills based in many organizations in a strategic alliance to improve the projects performance	4.14	0.713	17.22	-.214	-1.005
Our organization enjoys unique resources for the projects in a strategic alliance	4.22	0.622	14.74	-.188	-.555
Overall	4.24	0.66	15.48	-0.342	-0.432

Source: Primary Data (2018)

The results reveal a mean score of 4.6, the standard deviation 0.66 and variation coefficient at of 15.48%. This is a strong mean implying that Project Based NGOs engage in strategic alliances. Project Based NGOs form strategic alliance based on each other's core activities and strengths. They work in partnerships on particular occasions and events, such as biddings for projects, advocacy, outreach, among others.

All the statements showed higher means above 4.14. It is particularly notable from the results that a majority of the organizations affirm that to a great extent, strategic alliances had created more value in each other's projects (4.26) and provided avenues for resources (4.22). A majority of the organizations were also found to attribute reductions in project rivalry to formation of strategic alliances. It follows then that strategic alliance as a competitive strategy has been of considerable contribution to value creation among a majority of the Project Based NGOs reached.

Standard deviation throughout the board for strategic alliances was 0.66, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. The low range in variation coefficient at from 13.63 percent and 17.22 percent indicates that there were low variations in strategic alliances dimensions among the respondents. An average Skewness of -0.342 (between -2 and +2) and Kurtosis of -0.432 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. In a nutshell therefore, the study depicts that Project Based NGOs have put in place measures that encourage strategic alliances in carrying out their mandate where they partner with other stakeholders for their objectives to be achieved.

Strategic partnerships improve and increase Organizational Performance, according to empirical and conceptual evidence. Chesang (2012), for example, investigated merger restructuring and financial performance across Kenyan commercial banks and found that restructuring mergers is critical in improving overall Organizational Performance, particularly for companies that are deemed weak and sick. Douma, Bilderbeek, Idenburg, and Looise (2000) went on to say that essential resource sharing is crucial for improved performance.

4.4.1.3 Manifestation of Joint Ventures as an Attribute of Competitive Strategies

A joint venture is established when two or more parties agree to pool their resources together for the purpose of achieving specific goal. Along a Likert scale of a 5-point type, participants were asked to show the degree to which the joint services and co-operations were applied in their organizations. To collect data, responders were asked to rate how comments about joint ventures express themselves in the organizations. Results are portrayed in Table 4.7**.**

Table 4.7: Statistical Outputs for Joint Ventures

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
Joint ventures have enhanced project performance in our organization	4.33	0.53	12.24	.119	-.819
Joint ventures have been based on changes in project demand to the stakeholders	4.31	0.562	13.04	-.070	-.608
Forming joint venture in our organization has allowed ready access to knowledge and expertise for the projects improvement.	4.31	0.599	13.90	-.247	-.610
The crucial information our organization has gained through joint ventures has enabled us to achieve the joint venture intended projects objectives.	4.33	0.714	16.49	-.589	-.851
Our organization has reduced the projects expense costs through joint ventures.	4.23	0.539	12.74	.121	-.189
Joint ventures have accelerated learning pace for our organization's projects	4.23	0.628	14.85	-.573	1.085
Overall	4.29	0.60	13.88	-0.207	-0.332

Source: Primary Data (2018)

The findings portray that the average score for the dimensions of joint ventures (mean=4.29, SD=0.6 and CV=13.88 percent). This is a higher mean score implying that joint ventures are well manifested within the Project Based NGOs in Kenya, as a majority of respondents affirmed highly. The concept of joint ventures has involved cumulative interest from practitioners and academics around the world.

The overriding philosophies surrounding international business-like joint ventures, licensing, and acquisitions have concentrated on the country aspect and its overriding theory is principally directed at effectiveness seeking thinking. As Choi and Beamish (2013) note that the RBV theory of joint ventures postulates that a partner's capability to join harmonizing resources and produce synergy influenced performance. The theory asserts that to seize interaction by way of resource balancing between the partners, resource balancing is hypothesized as the collaboration of both partners' complementary resources.

It was established that all the statements pertaining the manifestations of joint ventures had a mean above 4.23. More specifically, a majority highly affirmed that forming joint venture in their organization had allowed ready access to knowledge and expertise for the projects improvement (4.31); and that their respective organizations had reduced the projects expense costs through joint ventures (4.23) implying that forming joint venture has not only allowed ready access to knowledge and expertise for their respective projects' improvement but also considerably reduced project costs. Standard deviation throughout the board for joint ventures was 0.60, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. Variation was low among responses as indicated by low range of variation coefficient at from 12.24 percent to 16.49 percent, meaning that there were no outliers for between-subjects responses. An average Skewness of -0.207 (between -2 and +2) and Kurtosis of -0.332 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution.

A majority of response on joint ventures effect on Project Based NGOs further attributes significant reductions in their respective projects' expense costs, enhancements in organizational learning as well as improvements in project performance to joint ventures. Joint ventures can thus be deemed as an important competitive strategy employed among a majority of the Project Based NGOs reached.

4.4.1.4 Manifestation of Innovations Strategy as an Attribute of Competitive Strategies

The survey measured the participants' level of affirmation on innovations attributes among the Project Based NGOs in Kenya. Innovation denotes the course of developing and creating ideas, products, ways of operation and processes that aid in reducing environmental and climatic related burdens or attaining environmental targets for sustainability. Whereas each sort of innovation has its particular set of causes, characteristic and influence on Organizational Performance, it is not too efficacious to execute innovations absent an all-inclusive perspective. This function is crucial in any firm as it is concerned with creation of new ways of doing things and also newer products that makes worker easier in any organization.

Several statements indicating the various indicators of innovations were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations. The participants were required to rate the factors on a Likert-type scale of '1' depicting "not at all" to '5' indicating "to a large extent" as applied in the respective surveyed organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores were portrayed in Table 4.8**.**

Table 4.8: Statistical Outputs for Innovations Strategy

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
Employees in our organization frequently come up with new ways of improving projects to suit the intended stakeholders	4.25	0.563	13.25	-.006	-.369
Manager favor own original approaches to solving project problems	3.16	1.437	45.47	-.261	-1.381
The organization has developed new lines of project improvement in the last five years	4.22	0.633	15.00	-.386	.189
Employees in our organization have great propensity to introduce new methods by following the leader in improving the project performance	4.09	0.638	15.60	-.074	-.526
Our organization is often first to introduce new ways of project development	4.26	0.593	13.92	-.151	-.507
Overall	4.00	0.77	20.65	-0.176	-0.519

Source: Primary Data (2018)

The mean score of the statements relating to innovations was 4, the standard deviation 0.77 and variation coefficient at of 20.65 percent. This is a high mean score implying that there are high innovations in Project Based NGOs in Kenya, as a majority of respondents affirmed to this. A majority of respondent Project Based NGOs were particularly found to affirm that to a great extent, employees in their respective organizations were encouraged to be innovative and come up with new ways of improving projects to suit the intended stakeholders and that over the last five years, their respective organizations have developed new lines of project improvement. From the foregoing, based on the high levels of agreement among a majority of respondents, innovativeness can be deemed as an important competitive strategy employed among a majority of the Project Based NGOs reached.

The statement that showed high variation coefficient at was that that organization was often first to introduce new ways of project development (4.26). This indicated confidence in respondents on adoption of innovations and that innovation was part of culture at the studied organizations. Further, on employees in respective organizations frequently coming up with new ways of improving projects to suit the intended stakeholders, a majority of the respondents highly affirmed (4.25) implying highly levels of innovativeness among the respondents. Respondents also highly affirmed that employees in their respective organizations have high affinity to follow the leader in introducing new ways of improving the project performance (4.09) implying that their innovation culture that advanced by the managers and supported by the staff.

Standard deviation throughout the board for innovations was 0.77, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. Variation was low among responses as indicated by low range of variation coefficient at from 13.25 percent to 45.47 percent, meaning that there were no outliers for between-subjects responses An average Skewness of -0.176 (between -2 and +2) and Kurtosis of -0.519 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. The demand and need for innovation have been increased owing to the obligation to address today's diverse challenges of environmental nature. As Halila and Rundquist (2011) opine, the continued increase of strain from the marketplace regarding computerized sustainability, mounting an efficient and effectual program for creation and innovation as a long-lasting constituent of an organization's management agendas is important. Various types of innovations are in existence with regard to practice. These include: product innovation, organizational innovation, and process innovation.

4.4.2 Manifestations of Managerial Autonomy

The study determined how Managerial Autonomy manifests among the Project Based NGOs in Kenya. Managerial Autonomy is the extent of firm capacity in self-sufficiency without relying on other entities freedom in choosing and using inputs such as human and financial resources in the primary production processes. It is important in the sense that Managerial Autonomy may lead to the external financing cost increasing due to strengthening the ability of the manager in maximizing the assessment of the initial shareholder's wealth. This tension produces optimal degrees of Managerial Autonomy vis-à-vis bond holders and shareholders costs. Professionals must have the autonomy to make decisions and use a body of knowledge which supports their work.

In the current investigation, Managerial Autonomy was operationalized according to Verhoest et al. (2004) through political influence, security of tenure and sponsorship. To cover information on the different Managerial Autonomy dimensions, descriptive items obtained from empirical review were administered to participants along Likert scale of a 5-point type with ranges from 1 representing (not at all) to 5 representing (very large extent). The respondents were requested to show the degree to which the declarations are applicable to organizations they operate.

4.4.2.1 Manifestations of Political Influence as an Attribute of Managerial Autonomy

It was important to determine how political influence manifests among the Project Based NGOs in Kenya. Political influence may lead to either better performance or reduced Organizational Performance depending on the nature of influence. A number of statements indicating the various indicators of political influence were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations. The outcomes are summarized in Table 4.9**.**

Table 4.9: Statistical Outputs for Political Influence

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
Our organization projects are affected by interest from various stakeholders	4.13	0.709	17.17	.288	.753
Our organization projects are affected by government pronouncements on changes in NGO's policy from time to time	4.13	0.695	16.83	.340	.993
Our organization projects are affected by the political stability of the country	4.21	0.732	17.39	.101	.288
Our organization projects are affected by change of political regime	4.26	0.68	15.96	.184	.827
Our organization projects are affected by devolved Government structure	4.01	0.802	20.00	.312	-.166
Our organization projects are affected by the country's overall political stability	4.17	0.756	17.47	.109	.082
Our organization projects are affected by government's fiscal policies	4.2	0.704	17.47	.201	.679
Overall	4.16	0.73	17.47	0.219	0.494

Source: Primary Data (2018)

The mean score for political influence is 4.9, the standard deviation 0.73 and variation coefficient at of 17.47 percent. This implies that politics had an impact of how Project Based NGOs operate. The strategies are formulated and implemented while taking consideration how quality in decisions affect a particular strategy. It was particularly established from the finding that a majority of the Project Based NGOs are affected more by change of political regime (4.26); and less by devolved government structure (4.01). This may be attributed to donor sensitivity to political stability and regime change.

Standard deviation throughout the board for political influence was 0.73, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. The variation in responses was as well low as exhibited by low variation coefficient at ranging from 0.21 to 0.25.

An average Skewness of 0.219 (between -2 and +2) and Kurtosis of 0.494 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. The finding is expected as most Project Based NGOs are reliant on donors, who are particularly keen on the political will and stability in the recipient countries for assured efficacy of the funds. Donors would ideally shun away from unstable political regimes and unprogressive fiscal policies for fear of project interferences and delays. Indicating the importance of political influence to organizations, Delano, *et al.* (2014) indicate that political influence was key in enhancing organization Performance.

4.4.2.2 Manifestation of Security of Tenure as an Attribute of Managerial Autonomy

In addition, the study tried to determine the manifestation of security of tenure among Project Based NGOs in Kenya according to respondents. Security of tenure is important since it gives optimism to the stakeholders and employees concerning the projects that are being undertaken. A number of statements indicating the various indicators of security of tenure were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations. The participants were required to rate security of tenure factors on a Likert-type scale of 1 depicting "not at all" to 5 indicating "to a large extent" as applied in the respective surveyed organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.10**.**

Table 4.10: Statistical Outputs for Security of Tenure

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
Our organization is self-sufficient in project operation	3.94	0.88	22.34	-.959	1.103
Our organization does not rely on other entities in its core decisions	3.57	1.071	30.00	-.391	-1.010
Our organization has gifted professionals for projects continuity	4.28	0.465	10.86	.791	-.793
The managers in our organization are strengthened to acquire ability to maximize shareholders wealth for continuity	4.26	0.59	13.85	-.131	-.482
Our organization has autonomy in project decision-making	3.96	0.773	19.52	.074	-1.317
There are body of knowledge to support project-long performance in our organization	4.24	0.596	14.06	-.137	-.472
Overall	4.04	0.73	18.44	-.126	-0.495

Source: Primary Data (2018)

The mean score according to the study findings as far as security of tenure is concerned is 4.04, the standard deviation 0.73 and variation coefficient at of 18.44 percent. This is a moderate score meaning that security of tenure among Project Based NGOs is on a moderate scale. The results indicate that to assure superior project performance and continuity a majority of the Project Based NGOs hire professionals and endeavor to not only exercise autonomy in their decision-making, but also meet shareholders' expectations. It is notable however that a majority of the Project Based NGOs dissent the view that they are self-sufficient in project operation (3.96) and that do not rely on other entities on its core decisions (Our organization does not rely on other entities on its core decisions (3.57).

Standard deviation throughout the board for security of tenure was 0.73, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. An average Skewness of -0.126 (between -2 and +2) and Kurtosis of -0.495 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution.

Further the statement with the highest variation was that our organization does not rely on other entities on its core decisions as shown by high variation coefficient at of 30 percent implying that Project Based organizations are not sufficient in project operations therefore need to work close to donors and other stakeholders to achieve their intended objectives. This is in line with Dacko and Sudharshan (2009) who noted that autonomy, though important, may lead to the external financing cost increasing. As such, NGOs continue to rely on external funding to remain sufficient in the project undertakings.

4.4.2.3 Manifestation of Sponsorship Strategy as an Attribute of Managerial Autonomy

Sponsorship as a construct of Managerial Autonomy was determined to the extent to which it manifests among the Project Based NGOs in Kenya. The responses on this attribute were vital in assessing their insight on the existence sponsorship for the initiated projects. A number of statements indicating the various indicators of sponsorship were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations.

The respondents were asked to rate sponsorship attribute factors on a Likert-type scale of 1 denoting “not at all” to 5 indicating “to a large extent” as applied in the respective surveyed organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.11**.**

Table 4.11: Statistical Outputs for Sponsorship Strategy

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
There is increased external financing for the projects continuity and performance in our organization.	4.09	0.686	16.77	-.254	-.372
Our organizational projects are stalled due to lack of funding	3.63	0.865	23.83	-.346	-.483
Major partners and financiers believe in our organizational projects	4.35	0.587	13.49	-.273	-.670
There has been adequate financial support in the implementation of our organizational projects.	4.24	0.654	15.42	-.292	-.716
There are always many financiers and partners interested in financing of organizational projects.	4.22	0.633	15.00	-.215	-.611
Our partners have contributed more funds towards implementation of organizational projects.	4.13	0.735	17.80	-.424	-.351
Many organizational projects have stalled due to lack of adequate equipment and human capacity from sponsorship.	3.98	0.922	23.17	-.679	-.044
Overall	4.09	0.73	17.93	-0.355	-0.464

Source: Primary Data (2018)

The findings show that the average score for the attributes of sponsorship was 4.09, the standard deviation 0.73 and variation coefficient at of 17.93%. This was high mean score depicting the existence of sponsorship for the projects initiated by the Project Based NGOs in Kenya. Results indicate that owing to many financiers and partners interested in financing of organizational projects, a majority of the Project Based NGOs reached have had adequate financial support in the implementation of organizational projects (4.24).

The finding also shows that a majority of the Project Based NGOs attribute their projects' continuity and Organizational Performance to increased external financing (4.09). It can also be noted from the results that most NGOs are not in agreement that their respective organizational projects are stalled due to lack of funding (3.63). Standard deviation throughout the board for sponsorship was 0.73, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean.

There was also low variation among the respondents on the statements regarding sponsorship dimensions ranging from 13.49 percent to 23.83 percent implying that participants agreed with the statements concerning sponsorship among the Project Based NGOs in Kenya. An average Skewness of -0.355 (between -2 and +2) and Kurtosis of -0.464 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. It is therefore required that Project Based NGOs should have enough funding from different donors to achieve their target in helping the community for those projects that foster their livelihood. Accordingly, Lindenberg (2001) asserted that sponsorship dimension is thus crucial since all the NGOs require such sponsorship from different stakeholders including the government, donors and other interested parties for them to achieve their target, objectives and goals.

4.4.3 Manifestation of Decision Quality

The complete procedure that leads to a high-quality decision is referred to as Decision Quality. When effectively implemented, Decision Quality allows for the capture of maximum value in both uncertain and complicated settings. The supply of solid information, helpful frames, numerous choices, logical thinking, and dedication to actions are all characteristics of high-quality decisions (Helfat et al., 2007). According to Rausch (2007), Decision Quality will be operationally defined in the current study through competences of decision makers, organizational goals harmony with choice, inclusivity in the decision-making process, and decision yield in terms of desired impact.

To cover information on the different Decision Quality dimensions, statements that describe things in the literature were administered to participants along a Likert scale of the 5- point type with ranges from 1 representing “not at all” to 5 indicating “very large extent”. The statements were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations.

4.4.3.1 Manifestation of Competencies of Decision Makers as an Attribute of Decision Quality

The decision maker’s competence is a key factor in any organization that is geared towards performance. The study determined how Competencies of Decision Makers factors are manifested within the surveyed Project Based NGOs in Kenya. This was important since it sends the signal on how such projects will be achieved by having the right competencies and skills in place.

A number of statements indicating the various indicators of decision makers’ competencies were presented and participants were asked to show the degree of affirmation to the items as relevant to their respective organizations. The respondents were asked to rate decision makers’ competencies attribute factors on a Likert-type scale of 1 indicating “not at all” to 5 indicating “to a large extent” as applied in the respective organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.12**.**

Table 4.12: Statistical Outputs for Competencies of Decision Makers

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
Our organization ensures adequate competencies of all stakeholders in decision-making process	4.26	0.553	12.98	.037	-.372
Decision makers in our organization are diverse in areas of specialization	4.26	0.53	12.44	.172	-.377
Before making strategic decisions, top management thoroughly considers all options	4.28	0.59	13.79	-.164	-.544
The strategic plan guides strategic decisions	4.27	0.653	15.29	-.340	-.720
After a thorough examination of all internal organizational issues, strategic decisions are made	4.32	0.589	13.63	-.218	-.615
The progress of strategic decisions is monitored by top management	4.35	0.507	11.66	.310	-1.132
Strategic decisions are made after careful analysis of the external environment	4.39	0.518	11.80	.141	-1.277
The strategic proposals prepared by top management are ratified by other levels of management	4.38	0.629	14.36	-.510	-.627
Overall	4.31	0.57	13.24	-0.072	-0.708

Source: Primary Data (2018)

The mean score for the attributes of decision maker's competencies was 4.12, the standard deviation 0.57 and variation coefficient at of 13.24 percent. This was a high mean score depicting high manifestation of the competence of decision makers attributes among the Project Based NGOs in Kenya. Results particularly indicate that a majority of the Project Based NGOs have decision makers in diverse areas of specialization who conduct an analysis of both the external environment and internal organizational factors before taking a strategic decision. Also, from the 4.35 mean established in the statement that a majority of the Project Based NGOs, top management monitor the progress of strategic decisions implies high commitment among top management across most PBNGOs to align strategic decisions with the strategic plans.

Standard deviation throughout the board for decision maker's competencies was 0.57, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. There was also low level of variations exhibited by the respondents as shown by the low CV (11.8 percent to 15.29 percent). An average Skewness of -0.072 (between -2 and +2) and Kurtosis of -0.708 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. It can be deduced therefore, that those organizations with decision-making competence structure performs better in achieving their objectives and goals since they are able to put the right mindset in decision-making based on experience and qualifications on the similar assignments before.

This is expected since the quality of decisions taken by Project Based NGOs determine not just their continuity and Organizational Performance, but also the performance of their respective project. This agrees with Rogers and Blenko (2012) result which showed that a key distinction among high performing organizations is that they are driven by their decisions which lead to the choice of better strategies.

Peace and Robinson (2007) agree that the choice of Competitive Strategies by several elements may have an impact on the organization, among them Decision Quality in place as perceived by decision makers. Therefore, strategic responses enable the firm to come up with quality decisions and to accomplish the organization's objectives.

4.4.3.2 Manifestation of Decisions' Alignment with Firm's Goals as an Attribute of Decision Quality

The study further determined how organizations surveyed exhibits Decisions' alignment with firm' goals. This is important since other firms are also important for benchmarking for the best results. This is important as it enables Project Based NGOs in Kenya to make informed and accurate decisions that enables objectives to be met in a timely manner. Table 4.13 gives the outcomes of the investigation in relation to mean, standard deviation and variation coefficient**.**

Table 4.13: Statistical Outputs for Decisions' Alignment with Firms' Goals

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
Decisions in our organization are geared towards value maximization	4.2	0.612	14.57	-.137	-.471
Our firm decisions achieve the intended purpose	4.18	0.581	13.90	-.037	-.249
The decisions made are geared towards objective execution framework	4.24	0.643	15.17	-.267	-.668
The decisions in our organization provides short and long-term direction towards achieving organizational goas	4.26	0.691	16.22	-.385	-.866
Our decisions are well framed in achieving a common goal	4.35	0.56	12.87	-.114	-.729
Diverse alternatives are in line with different organizational goals	4.32	0.552	12.78	-.018	-.654
The goals to be achieved by the organization are aligned with each objective decision	4.24	0.675	15.92	-.333	-.808
Overall	4.26	0.62	14.49	-.184	-0.635

Source: Primary Data (2018)

The attributes of decisions' alignment with firm' goals gave a mean average score of 4.26, the standard deviation 0.62 and variation coefficient at of 14.49 percent. Results in Table 4.13 reveal that to ensure Decisions' alignment with firm' goals, a majority of the Project Based NGOs endeavor to take decisions that provide short and long-term direction towards achieving organizational goals, value maximization and objective execution framework dimensions. The study also found that the NGOs have diverse alternatives that are in line with different organizational goals.

Standard deviation throughout the board for decisions' alignment with firm' goals was 0.62, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. There was also low level of variations exhibited by the respondents as shown by the low CV (12.78 percent to 16.22 percent). An average Skewness of -0.184 (between -2 and +2) and Kurtosis of -0.635 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. This implies that taking in to account the base of other firms is crucial in NGOs to establish how they can improve on some processes to achieve the objectives.

The findings are in line with Rausch (2007), who states that in order for a choice to be quality, it must identify short-term and long-term direction, assure enough stakeholder competence and make optimal use of the competence of individuals and/or teams. The finding is also in accordance with Hamel and Prahalad (2007) who reports that the quality of decisions taken have significant implications for firm performance and are regularly the outcome of the participation of all stakeholders in an organization both external and internal. The more self-governing the firm, the more the executive can be deemed as outstanding custodians of their firms.

4.4.3.3 Manifestation of Inclusivity in the Decision-Making Process as an Attribute of Decision Quality

The study further determined how Inclusivity in the decision-making process manifests among the Project Based NGOs surveyed. This was important since inclusivity brings innovativeness and new knowledge that enhances the performance aspects. To achieve this, statements relating to how Inclusivity in the decision-making process were developed and presented to the respondents to be rated depending on how they manifest within their organizations. The outcomes are summarized in Table 4.14**.**

Table 4.14: Statistical Outputs for Inclusivity in the Decision-Making Process

Statement	Mean	Std. Dev	CV (%)	Skewness	Kurtosis
The implementation of strategic decisions involves all departments	4.06	0.646	15.91	-.060	-.577
The top management makes strategic judgments	3.99	0.671	16.82	.008	-.746
The executive makes use of information obtained from its customers when making decisions	4.18	0.723	17.30	-.295	-1.041
The executive makes use of information obtained from the Regulatory body when making decisions	4	0.727	18.18	.000	-1.091
The executive makes use of information obtained from all its stakeholders when making decisions	3.91	0.722	18.47	.014	-.786
The executive makes use of information obtained from its employees when making decisions	3.89	0.708	18.20	.165	-.982
The perspectives of all departments are well-thought-out when strategic decisions are being made	4.25	0.645	15.18	-.285	-.684
The views of all organizational stake holders are incorporated in the decisions	3.77	0.743	19.71	.183	-.772
Overall	4.01	0.70	17.47	-0.034	-0.835

Source: Primary Data (2018)

The mean score for inclusivity in the decision-making process was 4.01, the standard deviation 0.70 and coefficient of deviation of 17.47 percent. This is a strong manifestation which implies that Inclusivity in the decision-making process is to a large extent in Project Based NGOs in Kenya.

The finding indicates that the top management in a majority of the Project Based NGOs considers the views of all departments and relies on information from its project beneficiaries when strategic decisions are being made. It is however notable that a majority of Project Based NGOs do not adequately seek employees' (3.89) and stakeholders (3.77) input when making decisions.

Standard deviation throughout the board for inclusivity in the decision-making process was 0.62, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. The variation coefficient at showed a moderate variation in responses (17.47) across the surveyed organizations implying that not all Project Based NGOs in Kenya adopt an inclusive approach in decision-making process. An average Skewness of -0.034 (between -2 and +2) and Kurtosis of -0.835 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution.

According to Helfat et al. (2007), credible information, helpful frameworks, numerous choices, logical thinking, and commitment to actions are all characteristics of high-quality decisions. Delano et al. (2014) further argue that strategic decision-making is essential to firm performance. Making a good decision is even more difficult when the decision involves uncertain information. These relate to PBNGOs as they are faced with decisions to make among project alternatives which may affect the overall Organizational Performance.

4.4.3.4 Manifestation of the Desired Effect of Decisions as an Attribute of Decision Quality

The study determined how the decision made has yielded the intended impact. This manifestation was key in establishing whether quality of decisions has an effect on Performance. Decisions also play a significant role in solving problems and challenges which in turn provides organizations with the ability to succeed. To cover these data, the participants were required to indicate the score. The findings of are depicted in Table 4.15**.**

Table 4.15: Statistical Outputs for Desired Effect of Decisions

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
In our organization decisions made have yielded key results	4.23	0.628	14.85	-.398	.242
Decisions in our organization have resulted to reliable information	4.27	0.584	13.68	-.341	.686
Major problems in line of management have been solved by quality of decisions	4.39	0.607	13.83	-.639	.531
Decisions have solved complex scenarios in key areas of performance	4.3	0.492	11.44	.487	-.887
Performance of our organization is dependent on key decisions made	4.33	0.471	10.88	.749	-1.460
Overall	4.25	0.58	13.69	-0.028	-0.178

Source: Primary Data (2018)

The results show that desired effect of decisions constructs had a mean average score of 4.5, the standard deviation 0.58 and variation coefficient at of 13.69 percent. This is an indication that decisions are key in yielding the benefits related to performance of the Project Based NGOs in Kenya as indicated by the high agreement levels in the statement that the organization decisions made had yielded key results (4.23) and major problems were solved by quality of decisions (4.39).

The findings in Table 4.15 established that for a majority of the Project Based NGOs reached, project related decisions taken have so far yielded intended project outcomes. Standard deviation throughout the board for desired effect of decisions constructs was 0.58, which is lower than 1 and indicates that the preponderance of replies did not deviate greatly from the mean. There was also low level of variations exhibited by the respondents as shown by the low CV (10.88 percent to 14.85 percent). An average Skewness of -0.028 (between -2 and +2) and Kurtosis of -0.178 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution.

The study also learnt that in order to ensure that decisions yield the intended impact, top management relies on reliable information and have solved major problems in line of management and complex scenarios in key areas of performance. It was also found that a majority of the Project Based NGOs attribute their Organizational Performance to the quality of decisions taken. It is therefore clear that decision-making plays a crucial role in enhancing the completion rate of the projects under the NGOs.

The findings are in line with Miller and Jangwoo (2001) who argue that having a well-designed decision-making process is of much benefit to the organization through ensuring improved performance. The results also corroborate with Goold and Quinn (2007) who argue that managers ought to make decisions independently on their own without influence. Organizations must strive to ensure that they are keeping the gap over their competitors so as to ensure they are always the market leaders.

4.4.4 Manifestation of Organizational Performance

Organizational performance is grounded upon the impression that a firm is the voluntary association of assets that are productive, including capital, physical, and human resources, with a view to realize a shared purpose (Hayes, 2013). The organization will not cease to exist and assets will keep being made at the disposal of the organization provided the contributed assets continue to generate the value that is greater than or equal to the expected value by those who contribute the assets.

Organizational performance concerns effectiveness and efficiency in the use of resources to accomplish intended objectives. The argument of Awino et al. (2011) is based on the idea that performance can differ from one firm to another contingent on how a particular company emphasizes performance aspects, which can be ascertained by the firm's size in question, and thus concluding that measurements of performance sharply differ across firms. The study operationalization was adopted from Strasser et al. (2004) as: operations within Budget, suits purpose/relevance, completion time and sustainability. The same formed the sub-constructs by which the study assessed organizational Performance among PBNGOs.

4.4.4.1 Project Performance Profile

Respondents were asked to indicate the average annual spending out of the total budget (in percentage) that is geared or dedicated to projects in the last three years. This would give an indication of the different organizational sizes represented in the study. Respondents were also asked to indicate the average number of projects that they had undertaken in the last three years.

This would give an indication of organizational activity among the PBNGOs reached and therefore wealth of experience in the subject matter. The study also sought to find out the number of awards the PBNGOs reached had received relating to the projects they had undertaken in the last five years. This would give an indication into project excellence among the PBNGOs reached. Results are as presented in Table 4.16**.**

Table 4.16: Statistical Outputs for Project Performance Profile

	Min	Max	Mean	Std. Dev	CV
Annual spending (%)	60.00	88.00	74.85	7.50135	10.0
Number of projects (n)	1.00	12.00	6.29	2.61424	41.6
Number of awards (n)	.00	8.00	3.23	1.80826	56.0
Total					

Source: Primary Data (2018)

From the findings in Table 4.16, a majority of respondent PBNGOs indicated having dedicated an average of 74.9% of the total budget (in percentage) that is geared towards projects in the last three years. This is expected as projects form the main activity in PBNGOs business model which would thus take a larger proportion of the annual budget while the remaining proportion would be allocated to organizational administration.

Also from the findings, a majority of respondent PBNGOs indicated having undertaken an average of 6 projects in the last three years. This implies that a majority of the PBNGOs undertake projects of short- to medium-term life cycles. From the findings, a majority of respondent PBNGOs indicated received an average of 3 awards relating to the projects they had undertaken in the last five years. This can be attributed to the nature of operations among most PBNGO donors who may not include awards in their business models. Standard deviation throughout the board for project performance profile ranged between 1.8 and 7.5% implying that majority of the responses did not deviate greatly from the mean. There was also low level of variations exhibited by the respondents as shown by the low CV (10 percent to 56 percent).

4.4.4.2 Manifestation of Project Completion Time as an Attribute of Organization Performance

The study established the completion time for the projects initiated by the NGOs as a measure of performance. It is correct to argue that when the projects are completed as scheduled then performance is achieved but when delayed then it is important to determine the likely causes of delay because it is an indication of failure or not performing to the expectations. The respondents were asked to rate completion rate statements on a Likert-type scale of 1 (not at all) to 5 (to a large extent) as applied in the respective surveyed NGO organizations. Table 4.17 gives the outcomes of the investigation in relation to mean, standard deviation and variation coefficient at on statements relating to completion time attributes and performance**.**

Table 4.17: Statistical Outputs for Completion Time

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
The projects in our organization given completion timeframes	4.32	0.497	11.50	.427	-.981
The management in our organization ensures projects are completed as stipulated	4.33	0.516	11.92	.234	-.922
Time for completing the initiated projects is given upper hand in our organization	4.24	0.686	16.18	-.350	-.852
Most of our projects are completed on time in our organization	4.34	0.607	13.99	-.334	-.643
There are explanations of the involved stakeholders when projects delay as stipulated	4.29	0.65	15.15	-.370	-.708
There is prior communication in the event that the projects would delay	4.18	0.636	15.22	.234	-.922
Completing projects on time is emphasized by the management in our organization	4.3	0.663	15.42	-.350	-.852
Overall	4.29	0.61	14.20	-.073	-.840

Source: Primary Data (2018)

The mean score for completion time attributes was 4.29, the standard deviation 0.61 and variation coefficient at of 14.20 percent. This is a high mean score indicating that project completion was well manifested in the Project Based NGOs in Kenya. Results indicate that projects among a majority of the Project Based organizations are completed on time owing to emphasis and prioritization of time by the management as well as assigning projects completion timeframes in our organization given. It was further established that in the event of delays in project completion, communication is made to relevant stakeholders.

Standard deviation throughout the board for pr completion time was low at 0.61, implying that majority of the responses did not deviate greatly from the mean. There was also low level of variations exhibited by the respondents (14.2 percent). An average Skewness of -0.073 (between -2 and +2) and Kurtosis of -0.840 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. It can thus, be deduced that most of the Project Based NGOs in Kenya strives to complete their initiated projects within the time frame. This is necessary because any initiated project is expected to serve a certain society benefit and thus the timelines should be well planned for the objectives to be met.

This is in tandem with Strasser et al. (2004) who asserts that project completion time is an important indicator of efficiency and therefore performance. Awino et al. (2011) affirm that performance can differ from one firm to another contingent on how a particular company emphasizes performance aspects, which can be ascertained by the firm's size in question, and thus concluding that measurements of performance sharply differ across firms.

4.4.4.3 Manifestation of Project Relevance as an Attribute of Performance of Organizations

The relevance of the projects measures if the projects meet its intended purpose. This is important since each project has laid down objectives necessary to be met, which focuses majorly on stakeholders' satisfaction. The study therefore considered relevance as the measure of performance by developing statements to which participants were to rate level of agreement on a Likert-type scale of 1 indicating "not at all" to '5' indicating "to a great extent" as applied in the respective organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.18**.**

Table 4.18: Statistical Outputs for Relevance/ Suits Purpose

Statement	Mean	SD	CV	Skewness	Kurtosis
The projects in our organization are in line with organization purpose	4.23	0.528	12.48	-.166	-.583
All stakeholders in our organization are satisfied with the projects implemented	3.89	0.64	16.45	-.415	-.746
The projects in our organization are well decided by major stakeholders	4.26	0.662	15.54	.189	-.155
The intended group of stakeholders are given priority in the initiated projects	4.17	0.756	18.13	-.069	-.138
There is continuous monitoring and evaluation to determine suitability of the projects	4.26	0.628	14.74	-.345	-.751
The projects implemented satisfies all stakeholders on equal measures	4.01	0.66	16.46	-.496	-.455
Our organization have been applauded for the successful performance of the projects	4.31	0.599	13.90	-.265	-.627
Overall	4.16	0.64	15.39	-0.224	-0.494

Source: Primary Data (2018)

The findings reveal that the mean score is 4.16 and the standard deviation 0.64 implying diversity in opinions among respondents. Further it was observed that the average variation coefficient at was 15.39 per cent.

An average Skewness of -0.224 (between -2 and +2) and Kurtosis of -0.494 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. This was an indication that respondents did not vary much on the statements concerning relevance. The study further showed that all other statements ranged from 3.8 to above 4.3. More particularly, a majority of Project Based NGOs were found to affirm highly that in their respective projects, there is continuous monitoring and evaluation to determine suitability of the projects (4.26), meaning that managers are keen to record desirable performance among their respective projects. Results also indicate that a majority of Project Based organizations consider their respective projects relevant attributing this to the involvement of the intended group of stakeholders as well as aligning project goals with organizational purpose.

The findings therefore indicate that relevance of the project is key in any Organizational Performance index. This is in line with Mahapatro (2010) who offers that donor funded development projects ought to be relevant enough to benefit the people in the rural areas and (b) Contribute to the overall development of a country. This is in accord with Yasser et al. (2011), who make the argument that conducting need appraisals, especially with broad participation, is necessary to ensure the project relevance. However, need appraisals do not in most cases provide wide grounds for consensus and, as a result, are not always a viable ground for development programs' departure.

4.4.4.4 Manifestations of Project Sustainability as an Attribute of Organizational Performance

The study further tested if there is sustainability of projects among NGOs in Kenya. Any project that is started is expected to be sustained over time. The study therefore considered sustainability as the measure of performance by developing statements to which respondents were to score their level of agreement on a Likert-type scale of 1 (not at all) to 5 (to a large extent) as applied in the respective organizations. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.19**.**

Table 4.19: Statistical Outputs for Sustainability

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
Most of our projects are accepted by the intended stakeholders	4.18	0.525	12.56	-.115	1.770
Most of our projects are within the period intended	4.26	0.516	12.11	.269	-.378
Our projects are funded adequately to achieve their goals	4.28	0.565	13.20	-.290	.872
Most of our projects do not fail at any given time	4.03	0.801	19.88	-1.696	4.813
We have witnessed projects failure in the past after completion	2.13	1.105	51.88	1.073	.529
Those projects that seem not to be sustained are closed down	4.19	0.686	16.37	-1.344	4.425
Overall	3.85	0.70	21.00	-0.351	2.405

Source: Primary Data (2018)

The mean score for sustainability attributes is 3.85, the standard deviation 0.7 and variation coefficient at of 21.0% implying low variation among respondents, which can be attributed to the similarity of most PBNGOs in their sustainability goals. This is a moderate mean score which implies that sustainability of projects initiated is moderate. This may be due to challenges involved in initiation and implementation of such projects including and not limited to stake-holder involvement and own up. Results indicate that to ensure sustainability, Project Based NGOs seek adequate funds, ensure projects are within the intended period, and ensure stakeholder buy in. It was also established that owing to project sustainability, a majority of the Project Based NGOs reached have never witnessed project failure in the past after completion (2.13) although respondents had high variations in response as indicated by variation coefficient at of 51.88 percent.

There were further high response variation as indicated by high range of variation coefficient at from 12.11 percent to 51.88 percent. An average Skewness of -0.351 (between -2 and +2) and Kurtosis of 2.405 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. Thus, it may be concluded from the results that a majority of projects carried out by the Project Based NGOs reached have been sustainable owing to continuity measures in place.

This is consistent with Vickland (2011), who claims that engaging stakeholders is a critical component of any strategy on sustainable development. There can be no ownership, long-term agreement, or project support without involving stakeholders. The findings also support Lee and Dry (2010), who claim that success is more likely in a project if it considers the operating environment and tries to addressing the demands of the stakeholders that it affects.

4.4.4.5 Manifestation of Project Budget Factor as an Attribute of Organization Performance

The study also sought to the performance of the organizations as indicated by budget factor. Findings obtained are depicted in Table 4.20. The study determined the manifestation of budget factor among the Project Based NGOs in Kenya. Budget factor is crucial for the planning and execution phases. The study therefore considered budget factor as the measure of performance by developing statements to which respondents were to score their levels of agreement on a Likert-type scale of '1' implying "not at all" to '5' showing "to a large extent" as applied in the respective surveyed Project Based NGOs in Kenya. The outcomes of the investigation in relation to variation coefficient, standard deviation and mean scores at were portrayed in Table 4.20**.**

Table 4.20: Statistical Outputs for Budget Factor

Statement	Mean	Std. Dev	CV	Skewness	Kurtosis
Our organization allocates adequate funding to the projects	4.22	0.479	11.35	.544	.047
The projects in our organization are fully supported by donor funding	4.19	0.608	14.51	-1.086	5.381
Most of our projects stall due to inadequate funding	1.99	1.124	56.48	1.146	.533
Before any project starts in our organization, proper budgeting is done	3.97	0.654	16.47	-.282	.295
No project in our organization starts without proper budgeting	4.09	0.584	14.28	-.012	-.080
Our organization management communicates budget to stakeholders prior to initiating of any project	4.28	0.625	14.60	-.276	-.626
Overall	3.79	0.68	21.28	0.006	0.925

Source: Primary Data (2018)

The findings show that the average score value for the budget factor attributes is 3.79, the standard deviation 0.68 and variation coefficient at of 21.8%. An average Skewness of -0.006 (between -2 and +2) (between -2 and +2) and Kurtosis of 0.925 (between -7 and +7) were established, implying that the data was symmetrical and light-tailed in line with normal distribution. This is a moderate strong mean implies that budget is important in any project implementation phase.

However, the mean score is not very high which implies that as much as there is budget, it is not enough for the initiated projects to satisfy all the stakeholders. Findings indicate that majority of the Project Based NGOs surveyed fully rely on donor funds. It was also found that majority of PBNGOSOs allocate adequate funding to the projects (4.22), and the respective management communicates budget to stakeholders prior to initiating of any project (4.28) and that before any project starts in our organization, proper budgeting is done (4.09).

The results therefore show that as much as budget factor is considered in all the Project Based NGOs in Kenya, the funds are never enough to carry out the planned activities. Many businesses, according to Vickland and Nieuwenhuijs (2011), have customized templates or tools to aid project teams with budget/resource planning that are tied to the organization's finance systems or human resources. The finding is also in agreement with Ogbonna and Harris (2013) who found that cost estimating, cost budgeting, schedule development and project plan development have a significant effect in project implementation Performance.

4.5 Diagnostic Tests

Before conducting the descriptive and inferential analyses, diagnostic tests were conducted to find out if the normality, linearity, homoscedasticity and collinearity assumptions were met, and it was based on the findings that the dispersion measures, central tendency measures, significance, prediction and associations tests were conducted. The diagnostic tests were conducted in the main study using data from the 141 PBNGOs, and not the pilot study. However, the reliability and validity tests were conducted during the pilot study.

4.5.1 Test of Normality

Both numerical statistical tests and visual assessment of plots and graphs were employed in testing for normality. As such, normality was assessed by use of Kolmogorov-Smirnova Shapiro-Wilk (KS-WS) Normality Test and Q-Q plots. The Shapiro-Wilk test determines the degree of data normality with the statistic spanning from 0 to 1 and figures greater than 0.05 showing normality of data (Razali and Wah, 2011). As such, values greater than 0.05 indicate normality.

4.5.2 Kolmogorov-Smirnova Shapiro-Wilk Normality Test

Parametric tests require that data is normally distributed. The Shapiro-Wilk test determines the degree of data normality with the statistic spanning from 0 to 1 and figures greater than 0.05 showing normality of data (Razali and Wah, 2011). Normality was initially tested using KS-WS test and results presented in Table 4.21**.**

Table 4.21: Kolmogorov-Smirnova Shapiro-Wilk Normality Results

			Kolmogorov-Smirnova			Shapiro-Wilk
Variable	Statistic	df	Sig.	Statistic	Df	Sig.
Competitive Strategies	1.432	141	0.111	2.25	141	0.111
Managerial Autonomy	1.422	141	0.101	2.252	141	0.101
Decision Quality	1.438	141	0.117	2.256	141	0.117
Organizational Performance	1.388	141	0.067	2.253	141	0.067
Outsourcing	1.452	141	0.131	2.236	141	0.131
Strategic alliances	1.433	141	0.112	2.244	141	0.112
Joint ventures	1.453	141	0.132	2.237	141	0.132
Innovations	1.447	141	0.126	2.242	141	0.115
Political Influence	1.404	141	0.083	2.169	141	0.083
Security of Tenure	1.417	141	0.096	2.248	141	0.081
Sponsorship	1.445	141	0.124	2.244	141	0.096
Competencies of Decision Makers	1.46	141	0.139	2.218	141	0.139
Decisions' alignment with firm' goals	1.515	141	0.194	2.204	141	0.109
Inclusivity in the decision-making process	1.411	141	0.09	2.247	141	0.087
Desired effect of decisions	1.482	141	0.161	2.199	141	0.161
Completion time	1.452	141	0.131	2.231	141	0.082
Relevance/ suits purpose	1.466	141	0.145	2.224	141	0.145
Sustainability	1.475	141	0.154	2.227	141	0.154
Budget Factor	1.478	141	0.157	2.227	141	0.157

a. *Lilliefors Significance Correction*

Source: Primary Data (2018)

Results for the Shapiro-Wilk test confirmed data normality was all variables were greater than 0.05 ($p>0.05$). Normality assumption holds that the mean's sampling distribution is normal. As portrayed in Table 4.21, indicated that the combined variables that included Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance were normally distributed since $p>0.05$. The indicators of the various variables that included outsourcing, strategic alliances, joint ventures, innovations, political influence, security of tenure, sponsorship, Competencies of Decision Makers, Decisions' alignment with firm' goals, process inclusivity in decision making, Desired effect of decisions, completion time, budget factor, sustainability and relevance/ suits purpose were normally distributed ($p>0.05$). This was of the inference that the data was appropriate for hypothesis testing using linear regression. At 95% confidence level, all p-values were higher that the cutoff point of 0.05 which confirms the hypothesis that data was gathered from a population with normal distribution.

4.5.3 Q-Q Plots in the Distribution of Data

Q-Q plots were done to assess the distribution of the data and identify possible outliers on the combined variables that included Competitive Strategies, Managerial Autonomy, Decision Quality and organization Performance. Figure 4.1 presents Competitive Strategies' normal Q-Q plot.

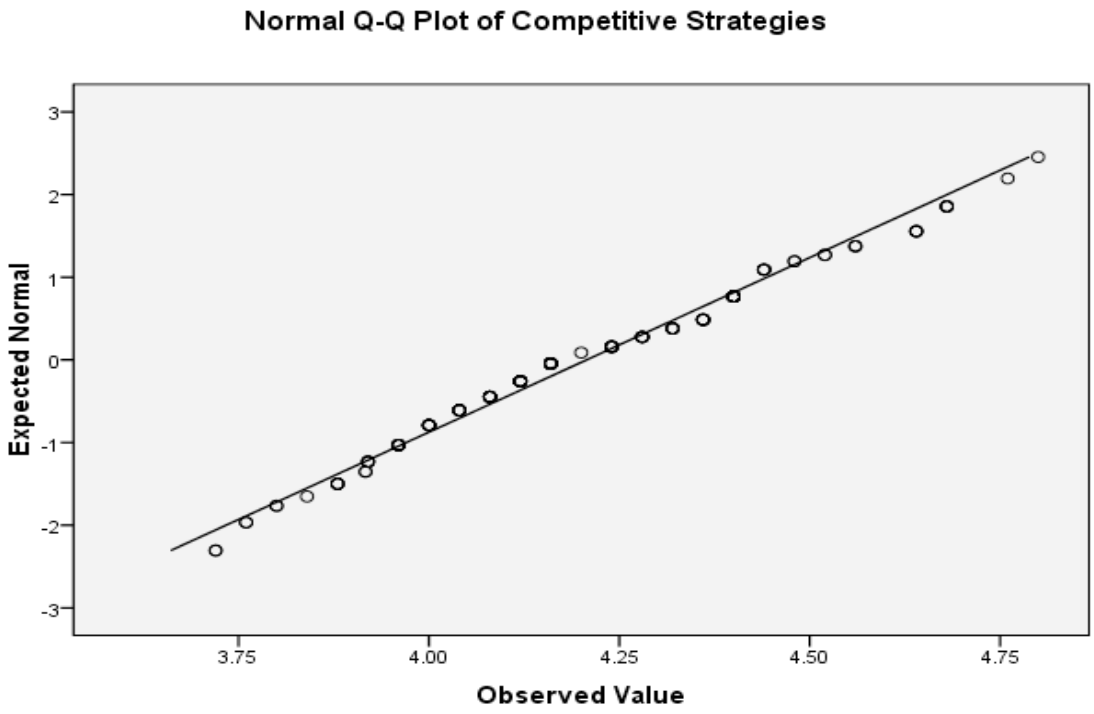


Figure 4.1: Q-Q Plot on Competitive Strategies
Source: Primary Data (2018)

Figure 4.1 indicates that the observed values were within the expected values and no outliers were identified. Therefore, data on Competitive Strategies were normally distributed and had no outliers that needed to be excluded from the data before analysis.

Further, Q-Q plot for Managerial Autonomy was conducted. Figure 4.2 presents the normal Q-Q plot of Managerial Autonomy.

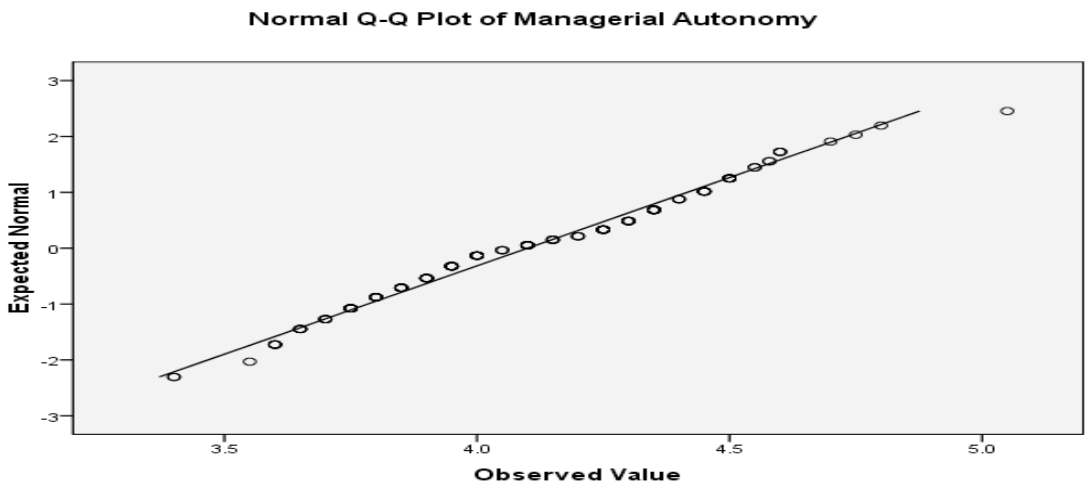


Figure 4.2: Q-Q Plot on Managerial Autonomy

Source: Primary Data (2018)

Figure 4.2 indicates that the observed values were within the expected values and no outliers were identified. Therefore, data on Managerial Autonomy was normally distributed and had no outliers that needed to be excluded from the data before analysis.

Q-Q plot was also done on Decision Quality to assess whether there were any outliers in the data. The outcomes that were realized are portrayed in Figure 4.3.

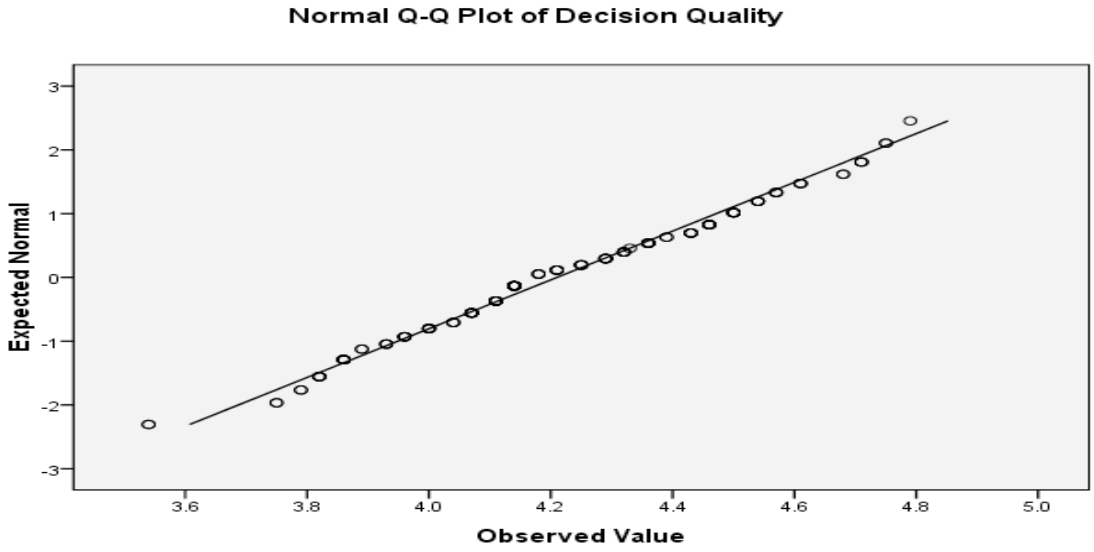


Figure 4.3: Q-Q Plot on Decision Quality

Source: Primary Data (2018)

Figure 4.3 indicates that the observed values were within the expected values and no outliers were identified. Therefore, data on Decision Quality was normally distributed and had no outliers that needed to be excluded from the data before analysis.

Q-Q plot was also done on Performance of organizations to assess whether there were any outliers in the data. The outcomes that were realized are portrayed in Figure 4.4.

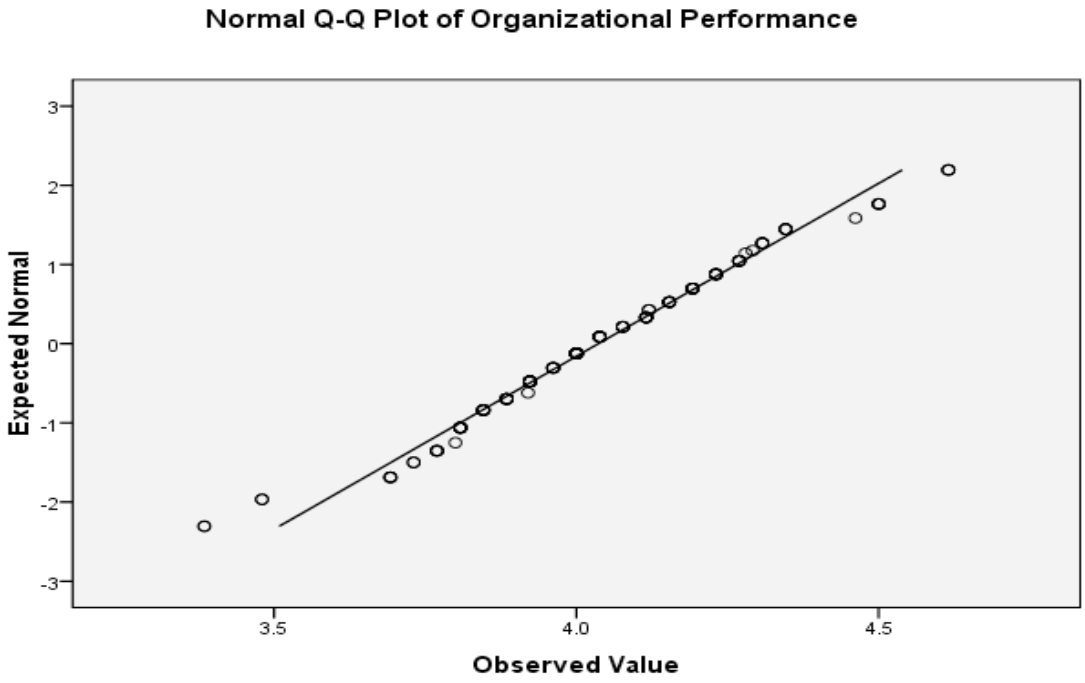


Figure 4.4: Q-Q Plot on Organizational Performance
Source: Primary Data (2018)

Figure 4.4 indicates that the observed values were within the expected values and no outliers were identified. Therefore, data on Performance of organizations was normally distributed and had no outliers that needed to be excluded from the data before analysis.

4.5.4 Test of Multicollinearity

Multicollinearity is a statistical assumption which holds that there exists high correlation between the predictor variables. Multicollinearity is detected in a multiple regression model with high correlation between among predictor concepts resulting in undependable regression coefficient estimates. This results in strange findings when one makes attempts at determining the degree to which various predictor variables constitute the comprehension of the outcome variable (Creswell, 2014).

The implications of multicollinearity include decreased reliability owing to raised standard error of estimates, which in turn leads to misleading and confusing findings. The Variance Inflation Factor (VIF) and its reciprocal the tolerance was used to measure the level of correlation between the factor variables and projected the variances inflated owing to linear dependency with other factor variables. Table 4.22 portrays the result of Multicollinearity tests**.**

Table 4.22: Test of Multicollinearity of Independent Variables

Variable	Tolerance	VIF
Competitive Strategies	0.414	2.418
Managerial Autonomy	0.526	1.901
Decision Quality	0.491	2.036
Outsourcing	0.609	1.642
Strategic alliances	0.613	1.631
Joint ventures	0.671	1.491
Innovations	0.708	1.412
Political Influence	0.548	1.825
Security of Tenure	0.577	1.732
Sponsorship	0.642	1.558
Competencies of Decision Makers	0.47	2.128
Decisions' alignment with firm' goals	0.633	1.579
Inclusivity in the decision-making process	0.484	2.064
Desired effect of decisions	0.75	1.334

Source: Primary Data (2018)

An established rule of thumb for VIFs is that values of 10 or higher (conservatively over 5) indicates the presence of multi-collinearity which affects the study (Newbert, 2008). Equally, a tolerance threshold of less than 0.2 shows that collinearity exists (Menard, 2000). As portrayed in Table 4.22, tolerance above 0.4 and VIF values ranging from 1.33 to 2.4 which is less than 10 hence no multicollinearity. The thus results revealed no problem with multicollinearity.

4.5.5 Linearity Diagnostics for the Independent and Dependent Variables

To test for linearity, scatter diagram for the independent and dependent variables was used. Scatter diagram for Competitive Strategies and Performance of organizations shown by Loess curve is presented in Figure 4.5.

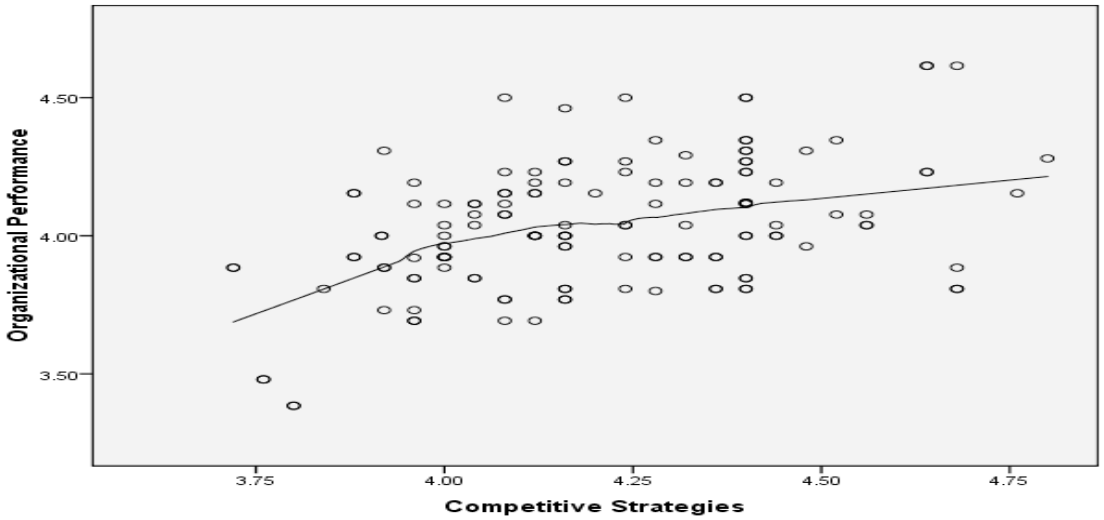


Figure 4.5: Scatter Plot on Competitive Strategies and Organizational Performance
Source: Primary Data (2018)

Figure 4.5 shows that line of best fit shown by Loess curve is linear. Therefore, the relationship between Performance of organizations and Competitive Strategies was linear. Figure 4.6 presents the line of best fit for the relationship between Managerial Autonomy and organization Performance

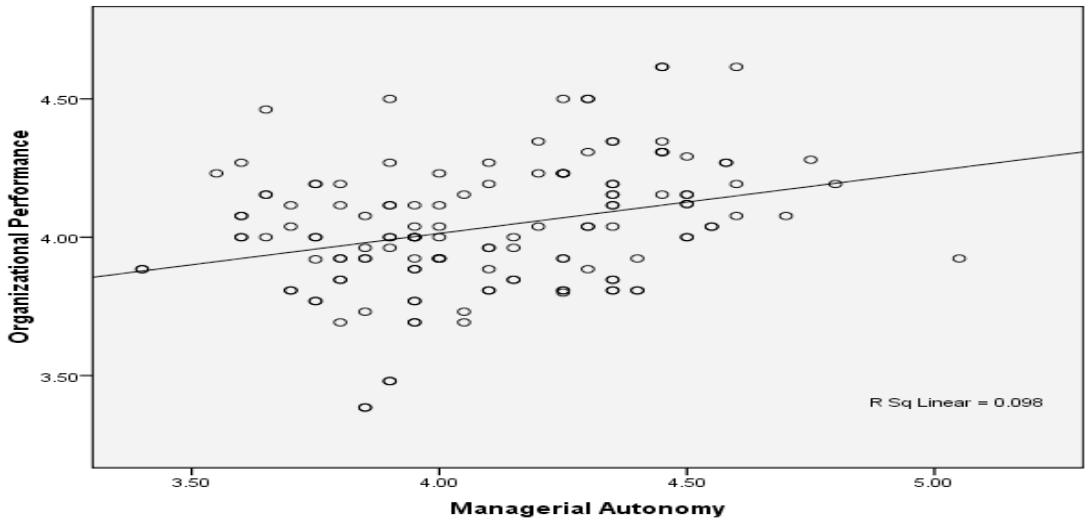


Figure 4.6: Scatter Plot on Managerial Autonomy and Organizational Performance
Source: Primary Data (2018)

Figure 4.6 shows the line of best fit between Managerial Autonomy and Performance of organizations takes a linear relationship. Thus, linearity assumption was met. Kaltoft *et al* (2014) argued that an R^2 of 0.1 would be adequate to conclude linearity assumption. Figure 4.7 presents the scatter diagram on the relationship between Decision Quality and organization Performance.

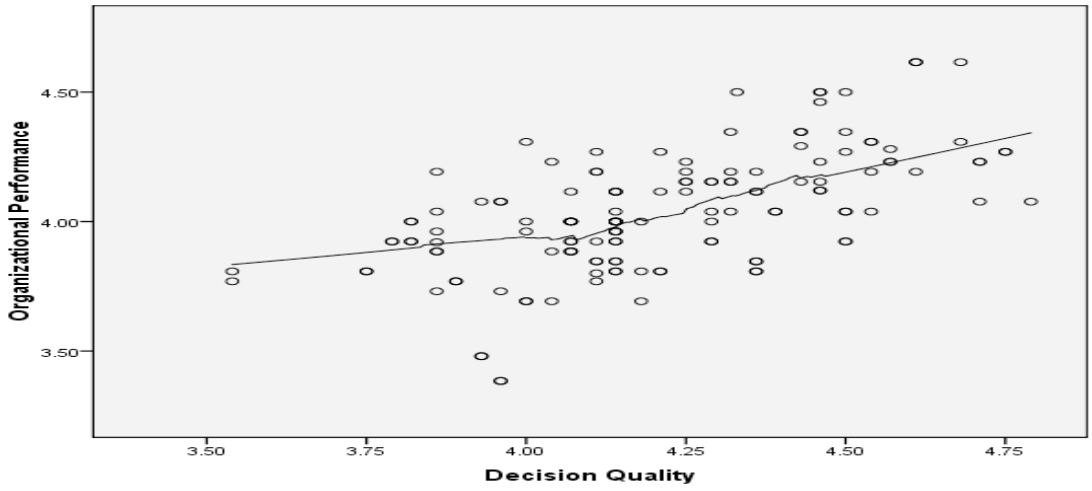


Figure 4.7: Scatter Plot on Decision Quality and Organizational Performance
Source: Primary Data (2018)

Figure 4.7 shows that the relationship between Decision Quality and Organizational Performance had a linear relationship as shown by Loess curve. Thus, linearity assumption was met by the study, as a majority of the data points coalesced along the curve.

4.5.6 Homogeneity of Variances

The Levene statistic was employed to test for variance homogeneity. According to Gastwirth (2009), Levene's test confirmed variance equality in grouped data and met the appropriate level ($p > .05$). The Levene's homogeneity of variances test is thus significant at $\alpha = 0.05$, which shows that the data lacked equal variances**.**

Table 4.23: Test of Homogeneity of Variances

	Test of Homogeneity of Variances			
	Levene Statistic	df1	df2	Sig.
Competitive Strategies	0.203	3	137	0.894
Managerial Autonomy	0.611	3	137	0.609
Decision Quality	0.777	3	137	0.509
Organizational Performance	1.277	3	137	0.285

Source: Primary Data (2018)

The outcomes in Table 4.23 reveal that P-values of Levene's test statistics were higher than 0.05, which was insignificant at $\alpha = 0.05$, indicating homogeneity. The significant values for the Lavene's test statistics were 0.203 for Competitive Strategies, 0.611 for Managerial Autonomy, 0.777 for Decision Quality and 1.277 for organization Performance.

4.6 Inferential Analysis

Four hypotheses were formulated and tested by utilization of multiple and simple linear regression analyses. The hypothesis tests were conducted at 95 percent level of confidence ($\alpha=0.05$), and as such, decision points to accept or fail to accept a hypothesis was grounded on the p-values. The study would accept the null hypothesis where $p>0.05$, and fail to accept the null hypothesis where $p<0.05$.

Interpretations of findings and discussions subsequently also considered beta values (β), correlations (R), F-Statistic values (F) and coefficients of determinations (R2). R^2 showed the change in outcome variable accounted for by change in the predictor variables. Further, a high F-Statistic is indicative of a more significant model. The positive or negative effect of the factor variables on the outcome (either positive or negative) was elucidated by observing the beta (β) sign. R-value further indicates the magnitude of the association among the variables, while t-values show the individual variables' significance. The results are shown in different parts of the chapter together with the objectives of the study and matching hypotheses and towards the end of the chapter, a discussion of the results within the empirical literature and theory context. Each of the main variables was operationalized by a number of sub-constructs. This section explores the associations between the various sub-constructs and the dependent variable. This would indicate the dimensionality of the variables in relation to performance, as whether they can best be conceptualized as unidimensional or multidimensional.

All inferential analyses are conducted chronologically as per the study objectives. These included establishing the effect of Competitive Strategies on Performance of PBNGOs in Kenya; determining the effect of Managerial Autonomy between Competitive Strategies and Performance of PBNGOs in Kenya; examining the effect of Decision Quality on the association between performance and Competitive Strategies among PBNGOs in Kenya; assessing the effect of Decision Quality on Performance of PBNGOs in Kenya; and ascertaining whether the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is significantly greater than the individual effects on Performance of PBNGOs in Kenya.

4.6.1 Competitive Strategies and Performance of PBNGOs

The dependent variables in the multiple regression were indicators of competitive strategy. Results are portrayed in Table 4.24**.**

Table 4.24: Competitive Strategies Sub-variables and Performance of PBNGOs

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.483a	0.234	0.211	0.20337		
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.714	4	0.429	10.361	.000a
Residual	5.625	136	0.041		
Total	7.339	140			
Model Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.957	0.327		5.992	0.000
Outsourcing	0.257	0.071	0.298	3.616	0.000
Strategic alliances	0.175	0.06	0.246	2.936	0.004
Joint ventures	0.029	0.054	0.045	0.532	0.596
Innovations	0.03	0.041	0.06	0.734	0.464

a. Predictors: (Constant), Innovations, Joint ventures, Strategic alliances, Outsourcing
b. Outcome Concept: Organization's Performance

Source: Primary Data (2018)

Table 4.24 shows a moderately good association (R= 0.483, R2= 0.234) between innovations, joint ventures, and strategic alliances. As a result, enhanced performance will result from favorable improvements in innovations, strategic alliances, joint ventures, and innovations. An R^2 of 0.234 denotes that 23.4% of performance in PBNGOs is ascribed to innovations, joint ventures, and strategic alliances. The F (df 4,136) for this study was 10.361. This demonstrated that the model accurately predicted Organizational Performance.

The p0.05 indicated that there was a significant link between the determinant factors (innovations, strategic alliances, outsourcing, and joint ventures) and Performance of organizations as the outcome concept. Innovations 0.03 (p>0.05), Outsourcing 0.257 (p0.05), joint ventures 0.029 (p>0.05), and strategic alliances 0.175 (p0.05) were the coefficients derived. Strategic partnerships and outsourcing, as a result, were important indications of Organizational Performance and competitive strategy. Innovations and joint ventures have a beneficial but minor impact on the organization's overall performance. As a result, outsourcing and strategic alliances, as well as other Competitive Strategies, positively and significantly impact on the performance of organizations.

Taking the regression model: $Y= \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$,

Where:

Y= Performance

α = Constant

β_1- β_4 = beta coefficients

X_1 = Outsourcing

X_2 = Strategic alliances

X_3 = Joint ventures

X_4 = Innovations

ε_1 = Error term

The equation can be rewritten as follows: Performance = 1.957 + 0.257 (Outsourcing) + 0.175 (Strategic alliances) + 0.029 (Joint ventures) + 0.03 (Innovations)

The results imply that keeping other factors constant, a component variation in outsourcing would result in a 0.257 variation in performance, while a component variation in strategic alliances would result in a 0.175 variation in performance. Further, albeit not statistically significant, a component variation in joint ventures would result in a 0.029 variation in performance, while a component variation in innovations would result in a 0.03 variation in performance. It can be inferred from the finding, that Competitive Strategies can best be conceptualized as multidimensional, as different dimensions thereof, exhibit different effects on Performance.

4.6.2 Effect of Managerial Autonomy on Performance of PBNGOs

The dependent variables in the multiple regression were indications of Managerial Autonomy. Results are portrayed in Table 4.25**.**

Table 4.25: Managerial Autonomy Sub-Variables and Performance of PBNGOs

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304[a]	.093	.071	5.56047

a. Predictors: (Constant), Sponsorship, Political Influence, Security of Tenure

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	401.281	3	133.760	4.326	.006[b]
	Residual	3926.689	127	30.919		
	Total	4327.969	130			

a. Dependent Variable: Perf

b. Predictors: (Constant), Sponsorship, Political Influence, Security of Tenure

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	86.732	6.705		12.935	.000
	Political Influence	.342	.170	.195	2.017	.046
	Security of Tenure	.423	.245	.170	1.724	.087
	Sponsorship	-.064	.204	-.028	-.313	.755

a. Dependent Variable: Performance

Source: Primary Data (2018)

Findings in Table 4.25 indicate a rather weak relationship between sponsorship, political influence and security of tenure (R= .304, R^2= .093). As a result, increased sponsorship, political clout, and tenure security will lead to higher performance. An R^2 of .093 denotes that 9.3% of performance in PBNGOs is ascribed to sponsorship, political influence and security of tenure. The F (df 3,130) for this investigation was 4.326. This was of the inference that the model was an excellent predictor of business performance. The p0.05 indicated that there was a significant link between the determinant factors (tenure security, political influence, and sponsorship) and the outcome concept (organization Performance). Political influence was found to have a coefficient of.342 (p0.05), and security of tenure had a coefficient of 087 (p>0.05). Sponsorship 0.755 (p>0.05). As a result, political clout was a strong predictor of management autonomy. Organizational effectiveness was aided by tenure security and sponsorship, but these factors were minor. As a result, political influence on management autonomy has a favorable and considerable impact on Organizational Performance.

Taking the regression model: $Y= \alpha + \beta_1 Z_1 + \beta_2 Z_2 + \beta_3 Z_3 + \varepsilon$,

Where:

Y= Performance

α = Constant

β_1- β_4 = beta coefficients

Z_1 = Political influence

Z_2 = Security of tenure

Z_3 = Sponsorship

ε = Error term

The equation can be rewritten as follows:

Performance = 86.732 + .342 (Political Influence) + .423 (Security of Tenure) + -.064 (Sponsorship)

The results imply that keeping other factors constant, a component variation in Political Influence would result in a .342 variation in performance, while a component variation in Security of Tenure would result in a .423 variation in performance. Further, albeit not statistically significant, a component variation in Sponsorship would result in a -.064 variation in performance. It can be inferred from the finding, that Managerial Autonomy can best be conceptualized as multidimensional.

4.6.3 Effect of Decision Quality on Performance of PBNGOs in Kenya

The study utilized multivariate regression analysis to assess the effect between Decision Quality indictors on organization Performance. The outcomes are summarized in Table 4.26**.**

Table 4.26: Decision Quality and Performance of PBNGOs in Kenya

Model Summary[b]					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.630a	0.397	0.379	0.18044		
ANOVA[b]					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.911	4	0.728	22.351	.000a
Residual	4.428	136	0.033		
Total	7.339	140			
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.757	0.247		7.126	0.000
Competencies of Decision Makers	0.157	0.053	0.24	2.968	0.004
Decisions' alignment with firm' goals	0.245	0.054	0.359	4.506	0.000
Inclusivity in the decision-making process	0.052	0.055	0.076	0.954	0.342
Desired effect of decisions	0.081	0.042	0.145	1.944	0.054

a. Predictors: (Constant), Desired effect of decisions, Inclusivity in the decision-making process, Decisions' alignment with firm' goals, Competencies of Decision Makers

b. Outcome Concept: Organization's Performance

Source: Primary Data (2018)

Table 4.26 shows that there is a substantial positive association between Decision Quality as measured by competences of decision makers, organizational goals harmony with choice, inclusivity in the decision-making process, and decision yield in terms of desired impact and Performance of organizations (R= 0.630, R2= 0. 397). As a result, better Decision Quality indicators will result in better organization Performance. An R^2 of .397 denotes that 39.7% of performance in PBNGOs is ascribed to competences of decision makers, organizational goals harmony with choice, inclusivity in the decision-making process, and decision yield in terms of desired impact. The study received a 22.351 F (df 4,136) score. This was of the inference that the Decision Quality indicators were an accurate predictor of company performance. The significance of the link between Decision Quality measures and Organizational Performance was indicated by the p0.05.

The coefficients obtained were Competencies of Decision Makers 0.157 ($p<0.05$), Decisions' alignment with firm' goals 0.245 ($p<0.05$), Inclusivity in the decision-making process 0.052 ($p>0.05$), Desired effect of decisions 0.081 ($p>0.05$). The findings implied that competencies of decision makers and decisions' alignment with firm goals were significant predictors of organization Performance. Inclusivity in the decision-making process and Desired effect of decisions had minimal effect on organization Performance.

Taking the regression model: $Y= \alpha + \beta_1 W_1 + \beta_2 W_2 + \beta_3 W_3 + \beta_4 W_4 + \varepsilon$,

Where:

Y= Performance

α = Constant

β_{1-} β_4 = beta coefficients

W_1 = Competencies of Decision Makers

W_2 = Decisions' alignment with firm' goals

W_3 = Inclusivity in the decision-making process

W_4 = Desired effect of decisions

ε = Error term

The equation can be rewritten as follows:

Performance = 1.757 + 0.157 (Competencies of Decision Makers) + 0.245 (Decisions' alignment with firm' goals) + 0.052 (Inclusivity in the decision-making process) + 0.081 (Desired effect of decisions)

The results imply that keeping other factors constant, a component variation in Competencies of Decision Makers would result in a 0.157 variation in performance, while a component variation in Decisions' alignment with firm' goals would result in a 0.245 variation in performance. Further, albeit not statistically significant, a component variation in Inclusivity in the decision-making process would result in a 0.052 variation in performance, while a component variation in Desired effect of decisions would result in a 0.081 variation in performance. It can be inferred from the finding, that decision-making can best be conceptualized as a multidimensional; as different dimensions thereof, exhibit different effects on Performance.

4.7 Hypothesis Testing

The study hypothesized that Competitive Strategies do not significantly influence Performance of PBNGOs in Kenya (Ho_1); Managerial Autonomy does not have a substantial interactive effect on the link between strategies that are competitive and Performance of PBNGOs s in Kenya (Ho_2); Decision quality does not significantly mediate the association between Kenyan PBNGOs performance and Competitive Strategies (Ho_3); Decision Quality has a significant effect on Performance of PBNGOs in Kenya (Ho_4); and Competitive Strategies, Managerial Autonomy and Decision Quality jointly do not significantly influence Project Based nongovernmental organizations' performance in Kenya (Ho_5). Both multiple and simple regression analysis were employed in testing for statistical significance and therefore testing the study hypothesis results of which hereby presented.

4.7.1 Competitive Strategies and Performance of PBNGOs in Kenya

The study hypothesized that Competitive Strategies do not significantly affect the Performance of PBNGOs in Kenya.

The hypothesis was:

H_{01}: There is no statistically significant relationship between tactics that are competitive and excellence in organizations in Project Based NGOs in Kenya.

Tactics that are competitive and excellence in organizations participants were asked to rate the degree to which various statements provided matched their perception in the given areas utilizing a Likert scale of the 5-point type, with 1 indicating "not at all" / "strongly disagree" and 5 representing "to a very large extent"/"strongly agree". Multiple and simple regression were utilized to attain the goal. The predictor concepts in the multiple regression were markers of competitive strategy. The predictor concept was a composite indicator of competing strategies, which was used in a simple regression.

To analyze the cumulative influence of competing strategies on organization Performance, a simple regression analysis was used. It was decided to adopt a weighted average. Table 4.27 displays the results collected**.**

Table 4.27: Competitive Strategies and Performance of PBNGOs

Model Summary						
	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.442[a]	0.195	0.189	0.20615		
ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.431	1	1.431	33.68	.000[a]
	Residual	5.907	139	0.042		
	Total	7.339	140			
Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		2.239	0.31		7.221	0.000
Competitive Strategies		0.427	0.074	0.442	5.803	0.000

a. Predictors: (Constant), Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.27 shows a moderately favorable link (R= 0.442, R2= 0.195) between Organizational Performance and Competitive Strategies. As a result, bettering Competitive Strategies will result in bettering Organizational Performance. An R^2 of .195 denotes that 19.5% of performance in PBNGOs is ascribed to Competitive Strategies, while 80.5% is unaccounted for in the current equation. The study received a 33.68 F (df 4,136) score. This was of the inference that competing strategies were an accurate predictor of company performance. The significance of the link between competitive tactics and Organizational Performance was indicated by the p0.05. On competitive tactics, the coefficient was 0.427 (p0.05). As a result, tactics that are competitive were a key measure of an organization's success. As a result, Competitive Strategies have a moderate, favorable and significant impact on PBNGOs in Kenya's performance. The null hypothesis that Competitive Strategies do not significantly affect Performance of PBNGOs in Kenya was rejected.

4.7.2 Moderating Effect of Managerial Autonomy on Competitive Strategies and Performance of PBNGOs

To establish the moderating effect of managerial Autonomy on Performance of PBNGO and Competitive Strategies in Kenya. The outcomes that were realized are depicted in Table 4.28-4.30.

4.7.2.1 Direct Effect of Competitive Strategies on Organization Performance

To analyze the cumulative influence of competing strategies on organization Performance, a simple regression analysis was used. It was decided to use a weighted average. The outcomes that were realized are depicted in Table 4.28**.**

Table 4.28: Competitive Strategies and Performance of PBNGOs

Model Summary						
	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.442[a]	0.195	0.189	0.20615		
ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.431	1	1.431	33.68	.000[a]
	Residual	5.907	139	0.042		
	Total	7.339	140			
Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		2.239	0.31		7.221	0.000
Competitive Strategies		0.427	0.074	0.442	5.803	0.000

a. Predictors: (Constant), Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.28 shows a moderately favorable link (R= 0.442, R2= 0.195) between Organizational Performance and Competitive Strategies. As a result, bettering tactics that are competitive will lead to bettering performance of organizations. An R^2 of .195 denotes that 19.5% of performance in PBNGOs is ascribed to Competitive Strategies, while 80.5% is unaccounted for in the current equation. The study received a 33.68 F (df 4,136) score. This was of the inference that competing strategies were an accurate predictor of company performance. The significance of the link between competitive tactics and Organizational Performance was indicated by the p0.05. On competitive tactics, the coefficient was 0.427 (p0.05). As a result, tactics that are competitive were a key measure of an organization's success. As a result, tactics that are competitive have a moderate, significant, and favorable impact on PBNGOs in Kenya's performance.

4.7.2.2 Competitive Strategies, Managerial Autonomy and Performance of Organizations

The organization Performance, Managerial Autonomy, and Competitive Strategies were evaluated using multiple regression analysis. The outcomes that were realized are depicted in Table 4.29**.**

Table 4.29: Competitive Strategies, Managerial Autonomy and Organizational Performance

Model Summary[(b)]					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.442a	0.196	0.184	0.20682		
ANOVA[(b)]					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.436	2	0.718	16.782	.000[a]
Residual	5.903	138	0.043		
Total	7.339	140			
Coefficients[(a)]					
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.231	0.312		7.146	0.000
Competitive Strategies	0.406	0.099	0.42	4.095	0.000
Managerial Autonomy	0.024	0.074	0.033	0.318	0.751

a. Predictors: (Constant), Managerial Autonomy, Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Findings in Table 4.29 show a positive, moderate linear dependence among Managerial Autonomy, Competitive Strategies and Performance of organizations (R= 0.442, R^2= 0.196). An R^2 of .195 denotes that 19.6% of performance in PBNGOs is ascribed to Competitive Strategies and Managerial Autonomy, while 80.4% is unaccounted for in the current equation. The study realized an $F_{(df\ 4,136)}$ of 16.782<0.05. This implied that the model depicting competitive strategies and managerial autonomy as predicting performance of organizations is essential and may be trusted upon in making further inferences.

On competitive tactics, the coefficient was 0.406 (p0.05), while on management autonomy, it was 0.024 (p>0.05). As a result, competitive tactics are a key measure of an organization's performance. Managerial Autonomy, on the other hand, is a poor and inconsequential predictor of company performance. As a result, Competitive Strategies have a somewhat significant and favorable impact on PBNGOs' performance in Kenya while Managerial Autonomy has a weak and insignificant positive effect on organization Performance.

4.7.2.3 Moderating Effect of Managerial Autonomy on Competitive Strategies and Performance of organizations

In the third step, the moderating variable between Managerial Autonomy and Competitive Strategies was presented. The outcomes that were realized are depicted in Table 4.30**.**

Table 4.30: Competitive Strategies, Managerial Autonomy and Performance of PBNGOs

Model Summary[(b)]					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.443a	0.197	0.179	0.20744		
ANOVA[(b)]					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.443	3	0.481	11.179	.000[a]
Residual	5.896	137	0.043		
Total	7.339	140			
Coefficients[(a)]					
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.186	4.914		0.038	0.97
Competitive Strategies	0.893	1.171	0.923	0.762	0.447
Managerial Autonomy	0.516	1.183	0.713	0.436	0.663
Interaction Variable (X*Z)	-0.117	0.28	-1.083	-0.417	0.677

*a. Predictors: (Constant), Interaction Variable (X*Z), Competitive Strategies, Managerial Autonomy*
b. Outcome Concept: Organization's Performance

Source: Primary Data (2018)

Findings in Table 4.30 indicate a positive, moderate linear dependence among Competitive Strategies, Managerial Autonomy, interaction variable and Performance of organizations (R= 0.443, R^2= 0.197). An R^2 of .195 denotes that 19.7% of performance in PBNGOs is ascribed to Competitive Strategies and an interactive role of Managerial Autonomy, while 80.3% is unaccounted for in the current equation. The study realized an $F_{(df\ 4,136)}$ of 11.179<0.05. This implied that the model depicting Competitive Strategies, Managerial Autonomy and the interaction as predicting Performance of organizations is essential and may be trusted upon in making further inferences.

On Competitive Strategies, the coefficient was found to be 0.893 (p>0.05), 0.516 (p>0.05) for Managerial Autonomy and -0.117 (p>0.05) for the interaction. This was of the inference that when interaction variable was introduced in the model, Competitive Strategies became a poor predictor of organization Performance. However, Managerial Autonomy was still a poor and insignificant predictor of organization Performance.

The interaction variable was also an insignificant predictor of organization Performance. It is deduced therefore, that Managerial Autonomy does not have a substantial interactive effect on the link between Performance of organizations and tactics that are competitive among PBNGOs in Kenya. Thus, the null hypothesis that Managerial Autonomy does not have a substantial interactive effect on the link between Performance of organizations and tactics that are competitive among PBNGOs in Kenya could not be rejected.

4.7.3 Intervening Effect of Decision Quality on Competitive Strategies and Performance of PBNGOs in Kenya

The study hypothesized that Decision Quality has no substantial intervening effect on the link between PBNGOs' competitive tactics and performance in Kenya. The outcomes that were realized are depicted in Table 4.31-4.34.

4.7.3.1 Effect of Competitive Strategies on Organization Performance

To analyze the cumulative influence of tactics that are competitive on Performance of organizations, a simple regression analysis was performed. The outcomes that were realized are depicted in Table 4.31**.**

Table 4.31: Competitive Strategies and Performance of PBNGOs

Model Summary						
	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.442[a]	0.195	0.189	0.20615		
ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.431	1	1.431	33.68	.000[a]
	Residual	5.907	139	0.042		
	Total	7.339	140			
Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		2.239	0.31		7.221	0.000
Competitive Strategies		0.427	0.074	0.442	5.803	0.000

a. Predictors: (Constant), Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.31 shows a moderately favorable link (R= 0.442, R2= 0.195) between Organizational Performance and competitive tactics. As a result, bettering tactics that are competitive will lead to bettering Organizational Performance. An R^2 of .195 denotes that 19.5% of performance in PBNGOs is ascribed to Competitive Strategies, while 80.5% is unaccounted for in the current equation. The study received a 33.68 F (df 4,136) score. This was of the inference that competing strategies were an accurate predictor of company performance. The significance of the link between competitive tactics and Organizational Performance was indicated by the p0.05. On competitive tactics, the coefficient was 0.427 (p0.05). As a result, Competitive Strategies were a key measure of an organization's success. As a result, Competitive Strategies have a somewhat significant and favorable impact on PBNGOs' performance in Kenya.

4.7.3.2 Effect of Competitive Strategies on Decision Quality

To determine the impact of Competitive Strategies on Decision Quality, a simple regression analysis was performed. The outcomes that were realized are depicted in Table 4.32**.**

Table 4.32: Competitive Strategies and Decision Quality of PBNGO

Model Summary						
	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.695a	0.483	0.479	0.18869		
ANOVA[b]						
		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	4.616	1	4.616	129.639	.000a
	Residual	4.949	139	0.036		
	Total	9.565	140			
Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.983	0.284		3.463	0.001
	Competitive Strategies	0.767	0.067	0.695	11.386	0.000

a. Predictors: (Constant), Competitive Strategies
b. Dependent Variable: Decision Quality
Source: Primary Data (2018)

Findings in Table 4.32 indicate a strong positive relationship between tactics that are competitive and Decision Quality (R= 0.695, R^2= 0.483). Thus, improvement in Decision Quality will improve Competitive Strategies. An R^2 of .483 denotes that 48.3% of Decision Quality in PBNGOs is ascribed to Competitive Strategies, while 51.7% is unaccounted for in the current equation. The F (df 4,136) for the study was 129.639. This was of the inference that competing strategies might accurately forecast Decision Quality.

The significance of the link between choice quality and competitive tactics was revealed by the p>0.05. On competitive tactics, the coefficient was 0.767 (p0.05). As a result, competing strategies were found to be a strong predictor of Decision Quality. As a result, Competitive Strategies have a considerable and favorable impact on the quality of decisions made by PBNGOs in Kenya.

4.7.3.3 Effect of Decision Quality on Organization Performance

In step three, direct relationship between Decision Quality and Performance of organizations was established. Results are portrayed in Table 4.33**.**

Table 4.33: Decision Quality and Performance of PBNGOs in Kenya

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.610a	0.372	0.368	0.18207		
ANOVA[b]					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.731	1	2.731	82.393	.000a
Residual	4.608	139	0.033		
Total	7.339	140			
Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.787	0.248		7.195	0.000
Decision Quality	0.534	0.059	0.61	9.077	0.000

a. Predictors: (Constant), Decision Quality
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Findings in Table 4.33 indicate a strong positive relationship between Decision Quality and performance of organizations (R= 0.0.610, R^2= 0.372). As a result, better Decision Quality will lead to better Organizational Performance.

An R^2 of .372 denotes that 37.2% of performance in PBNGOs is ascribed to Decision Quality, while 62.8% is unaccounted for in the current equation. The F (df 4,136) for this study was 82.393. This demonstrated that the quality of a decision was a reliable indicator of a company's performance. The p0.05 indicated that there was a substantial link between Decision Quality and Organizational Performance. On Decision Quality, the coefficient was 0.534 (p0.05). As a result, the quality of a choice was a crucial determinant of an organization's performance. As a result, Decision Quality has a moderately good and considerable impact on PBNGOs' success in Kenya.

4.7.3.4 Effect of Competitive Strategies and Decision Quality on Organization Performance

In step four, the impact of competing tactics and Decision Quality on Performance of organizations was studied using multiple regression analysis. The outcomes that were realized are depicted in Table 4.34**.**

Table 4.34: Competitive Strategies, Decision Quality and Organization Performance

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.611a	0.373	0.364	0.18263		
ANOVA[b]					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.736	2	1.368	41.008	.000[a]
Residual	4.603	138	0.033		
Total	7.339	140			
Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.735	0.286		6.058	0.000
Competitive Strategies	0.033	0.091	0.035	0.368	0.713
Decision Quality	0.513	0.082	0.586	6.253	0.000

a. Predictors: (Constant), Decision Quality, Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.34 shows a high good link (R= 0.611, R2= 0.373) between Decision Quality, Competitive Strategies, and organizational success. As a result, bettering Competitive Strategies and Decision Quality will boost Organizational Performance. An R^2 of .373 denotes that 37.3% of performance in PBNGOs is ascribed to Competitive Strategies and Decision Quality, while 62.7% is unaccounted for in the current equation. The study scored 41.008 on the F (df 4,136) scale. This was of the inference that Competitive Strategies and the quality of decisions were good predictors of company performance.

The significance of the link between competitive tactics, Decision Quality, and Organizational Performance was indicated by the p0.05. On Competitive Strategies, the coefficient was 0.0033 (p>0.05) and on Decision Quality, it was 0.513 (p0.05). This was of the inference that the choice was a strong predictor of the organization's success.

Notably, in step one to three, zero-order relationships Decision Quality, Competitive Strategies and Performance of organizations exist. All the variables in step one to three were significant indicating that mediation was possible. In step four, Competitive Strategies were no longer significant after introducing the mediator. Therefore, there was full mediation of Decision Quality on the association between Performance of organizations and Competitive Strategies. The null hypothesis that Decision Quality has no significant intervening effect on the association between Performance of organizations and Competitive Strategies among PBNGOs in Kenya was rejected.

4.7.4 Effect of Decision Quality on Performance of Project Based Non-Governmental Organizations in Kenya

The objective of this research was to look at the effect of Decision Quality on Performance in Kenyan non-governmental organizations (NGOs). The null hypothesis was that Decision Quality has a significant effect on PBNGOs in Kenya's performance. Multiple and basic regression were employed to accomplish this. The study used simple regression to analyse the relationship between Decision Quality on organization Performance. The outcomes are summarized in Table 4.35**.**

Table 4.35: Decision Quality and Performance of PBNGOs

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.610a	0.372	0.368	0.18207		
ANOVA[(b)]					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.731	1	2.731	82.393	.000a
Residual	4.608	139	0.033		
Total	7.339	140			
Coefficients[(a)]					
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.787	0.248		7.195	0.000
Decision Quality	0.534	0.059	0.61	9.077	0.000

a. Predictors: (Constant), Decision quality
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.35 shows that Decision Quality and Organizational Performance have a substantial positive relationship (R= 0.0.610, R2= 0.372). As a result, better Decision Quality will lead to better Organizational Performance.

An R^2 of .372 denotes that 37.2% of performance in PBNGOs is ascribed to Decision Quality, while 62.8% is unaccounted for in the current equation. The F (df 4,136) for this study was 82.393. This was of the inference that the quality of the choice was a solid predictor of the organization's performance.

The significance of the link between Decision Quality and performance of the business was demonstrated by the p0.05. On Decision Quality, the coefficient was 0.534 (p0.05). As a result, the quality of a choice was a crucial determinant of an organization's performance. As a result, Decision Quality has a somewhat large and beneficial impact on PBNGOs' success in Kenya. As a result, the null hypothesis that Decision Quality has no effect on PBNGOs' success in Kenya is rejected.

4.7.5 Competitive Strategy, Managerial Autonomy and Decision Quality on Performance of PBNGOs in Kenya

The study sought to determine whether the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is significantly greater than the individual effects on Performance of PBNGOs in Kenya**.** The null hypothesis was that the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is not significantly greater than the individual effects on Performance of PBNGOs in Kenya. Results are portrayed in Table 4.36**.**

Table 4.36: Competitive Strategy, Managerial Autonomy, Decision Quality and Performance of PBNGOs

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.615a	0.378	0.364	0.18253		
		ANOVA[b]			
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.774	3	0.925	27.759	.000a
Residual	4.564	137	0.033		
Total	7.339	140			
		Coefficients[a]			
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.74	0.286		6.078	0.000
Competitive Strategies	0.082	0.101	0.085	0.813	0.418
Managerial Autonomy	-0.073	0.067	-0.1	-1.079	0.283
Decision Quality	0.534	0.084	0.609	6.339	0.000

a. Predictors: (Constant), Decision Quality, Managerial Autonomy, Competitive Strategies
b. Outcome Concept: Organization's Performance
Source: Primary Data (2018)

Table 4.36 shows a substantial positive link (R= 0.615, R2= 0.378) between competitive tactics, Organizational Performance, Decision Quality, and Managerial Autonomy. As a result, increased competitive tactics, Managerial Autonomy, and Decision Quality will result in improved Organizational Performance. An R^2 of .378 denotes that 37.8% of performance in PBNGOs is ascribed to competitive tactics, Managerial Autonomy, and Decision Quality, while 62.2% is unaccounted for in the current equation. The study received a 27.759 F (df 4,136) score. This was of the inference that Competitive Strategies, Managerial Autonomy, and the quality of decisions were all good predictors of company performance.

The p0.05 indicated that there was a substantial link between Managerial Autonomy, competitive tactics, Organizational Performance and Decision Quality. The combined effect of Decision Quality, Managerial Autonomy, and competitive strategy on Performance was much bigger than the individual effects.

The coefficients obtained were Competitive Strategies 0.082 ($p>0.05$), Managerial Autonomy -0.073 ($p>0.05$) and Decision Quality 0.534 ($p<0.05$). The findings meant that Decision Quality had a significant positive effect on organization Performance. Competitive Strategies had a positive but insignificant effect on organization Performance. Managerial Autonomy had negative but insignificant effect on organization Performance. The null hypothesis that the joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality is not significantly greater than the individual effects on Performance of PBNGOs in Kenya was therefore rejected.

4.8 Summary of the Hypothesis Testing

The summary of hypothesis testing results is depicted in Table 4.37**.**

Table 4.37: Summary of Hypothesis Testing

Objective	**Null Hypotheses**	**Results**	**Hypothesis Confirmed/Not Confirmed**
To examine the effect of Competitive Strategies on Performance of PBNGO	**H_{01}:** Competitive Strategies has no significant effect on Performance of Project Based Non-Governmental Organizations in Kenya	R= 0.442, R^2=0.195, F= 33.68, $p<0.05$, β= 0.427 ($p<0.05$)	Not Confirmed (the established P value of Competitive Strategies was less than the statistical threshold of 0.05)
To investigate whether Managerial Autonomy has a	**H_{02}**: Managerial Autonomy has no effect on the relationship	With moderator, R= 0. 443, R^2=0.197, F= 11.179, $p<0.05$, β= -	Confirmed (the established P value of

Objective	Null Hypotheses	Results	Hypothesis Confirmed/Not Confirmed
moderating effect on PBNGO Competitive Strategies and Performance.	between Performance, Decision Quality and Competitive Strategies among Project Based Non- Governmental organizations in Kenya	0.117 ($p>0.05$)	Managerial Autonomy was greater than the statistical threshold of 0.05)
To establish the intervening effect of Decision Quality on Competitive Strategies and Performance of PBNGO	**H_{03}:** Decision quality does not significantly mediate the association between Performance and Competitive Strategies among Project Based Non-Governmental Organizations in Kenya	First order $R=0.442$, $R^2=0.195$, $p<0.05$, $\beta=0.427$, $p<0.05$ Second order $R=0.695$, $R^2=0.483$, $p<0.05$, $\beta=0.767$, $p<0.05$ Third order $R=0.695$, $R^2=0.483$, $p<0.05$, $\beta=0.767$, $p<0.05$ Fourth order $R=0.611$, $R^2=0.373$, $p<0.05$, $\beta1=0.033$, $p>0.05$, $\beta1=0.513$, $p<0.05$	Not Confirmed (the established P value of Decision quality in the fourth model was less than the statistical threshold of 0.05)
To explore the effect of Decision Quality on Performance Project Based Non-Governmental Organizations in Kenya	**H_{04}:** Decision quality has no significant effect on Performance of Project Based Non-Governmental Organizations in Kenya	$R=0.610$, $R^2=0.368$, $F=82.393$, $p<0.05$, $\beta=0.534$ ($p<0.05$)	Not Confirmed (the established P value of Decision quality was less than the statistical threshold of 0.05)
To determine the joint effect of competitive strategy, Managerial Autonomy and Decision Quality on Performance of PBNGO.	**H_{05}:** Managerial Autonomy, Competitive Strategies, and Decision Quality do not have a significant joint influence on the performance of Project Based nongovernmental organizations in Kenya	$R=0.615$, $R^2=0.378$, $F=27.759$, $p<0.05$	Not Confirmed (the calculated F value in the model was greater than the F critical value)

Source: Primary Data (2018)

This chapter has presented two statistical analyses, that is both descriptive analysis and diagnostic tests. Under the descriptive analysis, both demographic information and manifestation of demographic variables are analyzed. For each research variable, descriptive statements were generated on a 5-point Likert scale, and respondents were asked to indicate how relevant the statements were in their companies by checking. The relationship between the research variables is then presented and explained using descriptive analysis utilizing basic statistics like means, standard deviation, frequency distribution tables, and variation coefficients. The diagnostic tests of normalcy, multicollinearity, and homogeneity tests of normality are used to determine if the data is asymmetrical or normal. The next chapter delves into tests of hypotheses and discussion.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

This chapter presents and discusses the outcomes of the hypothesis tests as obtained from the study's specific objectives. The study determined the influence of Competitive Strategies and determined if Managerial Autonomy and Decision Quality influence this relationship. The study further sought to establish the extent to which Managerial Autonomy and Decision Quality jointly influence the association between tactics that are competitive and excellence in organizations. In achieving this, hypothesis testing technique was applied.

5.2 Competitive Strategies and Performance of PBNGOs in Kenya

The study's primary objective was to see how Competitive Strategies affect the Performance of PBNGOs in Kenya. A simple linear regression computation was used to evaluate the integrated effect of tactics that are competitive on Performance of organizations using a weighted average in order to accomplish this. According to the results, there is a significant and positive relationship between Organizational Performance and Competitive Strategies (β=0.427<0.05, R= 0.442, R^2= 0.195). As a result, improved competitive tactics will result in improved Organizational Performance. The null hypothesis that performance is not significantly influenced by Competitive Strategies among PBNGOs organizations in Kenya was rejected.

The foregoing findings are of the implication that a positive improvement on Competitive Strategies would lead to a significant improvement in Organizational Performance among PBNGOs in Kenya. Given that Competitive Strategies was measured by both internal and external resources, the study takes the position that PBNGOs utilize external resources to achieve Performance improvements in addition to internal resources, which compliments the Resource Based View. This is contrary to previous studies which only focused on internal resources focusing on the generic competitive strategies including focus, differentiation and cost leadership. Despite operationalizing Competitive Strategies different from previous studies, as well focusing on the PBNGO context which is different from the private sector contexts that is the focus in previous studies, the study still found a positive and significant relationship.

This can be attributed to PBNGOs organizing joint ventures and collaborating among each other in strategic alliances in form of NGO-NGO alliances, NGO-Private sector alliance; NGO-Government alliance and NGO-CBOs alliance, with a view to execute various developmental projects in a bid to address societal needs. PBNGOs further outsource non-core activities including among others, technological and financial services such as auditing and increasingly taking up innovations owing to the pressure on more traditional NGOs by the rapid emergence of innovative social enterprises. In this regard, PBNGOs are employing innovation managers, adapting more systematic innovation processes and investing more money in developing innovations.

Further, by outsourcing, adopting strategic alliances, joint ventures and innovations, PBNGOs benefit from reduced operational cost, access to skilled tech-talent, use of cutting-edge technologies, high-level professionalism, better strategic planning, greater focus on core activities and eventually, increased performance. The foregoing Competitive Strategies enhance such business processes among PBNGOs as financial management, strategic planning, accounting, resource management, fundraising, and marketing among others.

Accruing all the forgoing benefits will strategically position a PBNGO to realize smoothness and a competitive edge in the functioning and operation of the organization in view of the most fiercely dynamic marketplace and register improved efficiency, sustainability, and adequate project completion rates.

The results are consistent with those of Baraza and Arasa (2017), who investigated how Competitive Strategies impact performance of manufacturing companies in Kenya. The study also supports Parnell (2011) who showed a favorable relationship between performance satisfaction and creative strategy orientation in the USA, corroborating the results of this research on strategic innovation's impact. The study likewise agrees that Competitive Strategies as argued by Kago et al. (2018), improve company competitiveness and hence performance. This study is also in conformity of Muia's (2017) argument that Competitive Strategies impacts performance of insurance companies positively. Strategic relationships are a major source of competitive advantage for PBNGOs, according to the current study.

The conclusions of the investigation are also consistent with Spyros et al. (2016) who found in their study that firms need Competitive Strategies to help them overcome the competitive barriers presented by their operating environment and attain both a competitive edge and improved company performance. Similarly, Buul and Omundi (2017) discovered in their study that market focus differentiation, strategic alliances, and cost leadership had a positive and substantial impact on the success of small and medium-sized enterprises.

According to Azim et al. (2017), who conducted an empirical assessment of competitive strategy and company performance, a manufacturing firm can achieve performance and competitiveness by increasing productivity and efficiency through flexibility, rapid reaction, and better delivery dependability. The findings further agree with Aitikiya (2015) who found that Manufacturing companies in Kenya have embraced competitive techniques in large numbers in order to gain a competitive edge in the market arena. The findings are also in agreement with Munyoki and K'Obonyo (2015) who discovered that positioning, organizational autonomy, and competitive strategy all have an impact on Performance.

The findings also agree with Dess and Davis (2021) who found that companies that do not use any of the typical methods outperform those that do use at least one of the generic strategies. The strategies employed ensure the organization’s resources are maximized, for the firm’s objectives to be attained. Similarly, Olson and Slater (2015) studied the performance, competitive strategy, and balanced scorecard and found a strong and positive association. It is noted that success presupposes different requirements for different product-market strategies.

The conclusions however contradict Muthoka and Oduor (2014) who report a negative and strong, linkage between technological strategic alliances and Performance. The contradiction can be due to focus on technological strategic alliances which is a narrower aspect of Competitive Strategies that is the focus of the present study. The discrepancy could also be attributed to the contextual difference between the study's focus on commercial entities and the present study's focus on PBNGOs.

The findings are also in contrast with Khaled (2022) who investigated the association between Organizational Performance and differentiation strategy, sampling 33 listed industrial companies at the Amman Stock Exchange. Findings from multiple regression analysis revealed no significant effect of differentiation strategy on Organizational Performance. Similarly, Aykan and Aksoylu (2021) report in their study on how Turkish SMEs' qualitative and quantitative excellence is impacted by tactics that are competitive, in which they found that product differentiation exerts a negligible effect on Performance.

The findings are also inconsistent with Makina and Oundo (2018) whose study on how organization excellence is impacted by tactics that are competitive, with reference to the sugar industry in Kenya found that performance of sugar companies in the country is not affected significantly by differentiation strategy. The inconsistency can be attributed to Makina and Oundo's (2018) focus on differentiation strategy which is a narrower aspect of Competitive Strategies that is the focus of the present study. The discrepancy could also be attributed to the contextual difference between the study's focus on sugar manufacturing companies in the country and the present study's focus on PBNGOs.

Also, in contrast to the present study findings, Aykan and Aksoylu (2021) report in their study on how Turkish SMEs' qualitative and quantitative excellence is impacted by tactics that are competitive that product differentiation exerts a negligible effect on Performance. Similarly, the present study findings conflict those of Mohammed and Aliqah (2012) whose investigation on how the performance of listed Jordan companies is predicted by differentiation strategy revealed that the performance of listed Jordan companies is not significantly predicted by differentiation strategy. The contrasts could further be attributed to the contextual difference between the studies' focus on SMEs' and listed Jordan companies with the present study's focus on PBNGOs.

The study findings are further in support of the Resource Based View as advanced by Penrose (1959), Wernefelt (1984) and Barney (1991), in that competitive strategy was found to significantly and positively affect Organizational Performance, implying that with an increase in Competitive Strategies adopted, Organizational Performance improves. The study findings also complement the Resource Based View, in that in addition to internal resources, external resources also contribute to such desirable organizational outcomes as improved Organizational Performance.

In this regard, PBNGOs that were found to employ such strategies as outsourcing, strategic alliances, joint ventures and innovations were also found to report improvements in Organizational Performance. This is implied by the Resource Based View theory which suggests that competitiveness should be maintained by a sharing culture and one that inspires exchanging skills, capabilities and organizational learning for competencies improvement and that resources are more valuable when they are critical to serving stakeholders, scarce, durable and contribute to profit.

5.3 Competitive Strategy, Managerial Autonomy and Performance of PBNGOs

In establishing the moderating effect of Managerial Autonomy on the performance of PBNGO and Competitive Strategies in Kenya, step wise regression was done. On Competitive Strategies, the coefficient was found to be 0.893 ($p>0.05$), 0.516 ($p>0.05$) for Managerial Autonomy and -0.117 ($p>0.05$) for the interaction variable. The interaction variable was therefore found to be an insignificant predictor on organization Performance.

As a result, Managerial Autonomy was found to have no moderating effect on the relationship between PBNGOs' performance and Competitive Strategies in Kenya. The null hypothesis that Managerial Autonomy has no substantial influence on the connection between performance and competitive tactics among Kenyan PBNGOs could not be rejected, implying that it is acceptable.

The finding implies that autonomy among PBNGO managers do not significantly influence the extent to which Competitive Strategies employed thereof affect Organizational Performance. Contrary to many studies earlier reviewed, Managerial Autonomy did not influence Performance, which is unique. This indicates that PBNGOs do not need it. However, a little autonomy may be necessary in a dynamic world to allow for critical adjustment where necessary. This is also uniquely contrary to the Agency theory, which would imply allowing PBNGO managers (agents) the autonomy to act in the best interest of the donors (principals) by devising and executing competitive strategies to realize improved performance.

This can in part be attributed to the realization that PBNGO managers do not have the autonomy to make any significant project alterations that would affect performance, as project activities are specified prior to project implementation. The finding also further gives eminence to the significance of Competitive Strategies among PBNGOs in realizing desirable Organizational Performance, with or without Managerial Autonomy.

Adaptation of strategies by PBNGOs to cope more effectively with increasing competition in the sector, overrides Managerial Autonomy, in influencing Organizational Performance. PBNGOs particularly seem to prioritize outsourcing for specialized knowledge, collaborations, sharing resources, and co-operation with other NGOs and the private sector through strategic alliances and joint ventures. To enhance their competitive position, PBNGOs are further found to innovate and adopt innovations that enhance their organizational activities and project delivery.

The study findings do not support agency theory, in that the Managerial Autonomy assumed in the Agency theory, that would enable managers (Agents) in the commercial sector execute strategies to deliver results to their shareholder/owners (Principals), does not exist in the PBNGO context. As opposed to commercial entities which operate in highly capitalist, dynamic and volatile market environments necessitating Managerial Autonomy to acquire, develop, renew and reconfigure resources with a view to accept any changes in the business environment so as to renew competencies, this is not the case in the non-profit and charity-based environment in which PBNGOs operate.

In the PBNGO sector, prior to funding and subsequent implementation of projects, project proposals have to be presented clearly detailing project goals and activities from the project identification phase through project completion, to which project managers are required to adhere to. As such, despite the Competitive Strategies adopted by PBNGOs, Managerial Autonomy therefore does not have a significant effect on Performance.

Albeit different organizational contexts, the finding is consistent with Jafri (2018) who examined the association between employee creativity and character-based emotional intelligence and the moderating role of job autonomy. In the study, it was uncovered that while employee creativity is significantly and positively predicted by character-based emotional intelligence, job autonomy did not strengthen or weaken the association between employee creativity and emotional intelligence. The findings are also in line with Abdillah and Mursalina (2018) who conducted an empirical review of how job autonomy moderates the linkage among organizational commitment antecedents in Indonesia. Abdillah and Mursalina (2018) revealed in their study that job autonomy does not have a substantial interactive effect on the linkage between organizational commitment and work-family conflict as well as work overload perception.

These findings however contradict those by Ugboro and Obeng (2014) who found that Managerial Autonomy led to dedicated and capable decision makers with the required level of independence that enabled them to execute the processes effectively and attain better returns. The present results also contradict Munyoki (2015) who advocates that performance and Competitive Strategies is moderated by organizational autonomy adopted by Kenyan state corporations.

On the same contradictory note, Andrews et al. (2016) contends that greater Managerial Autonomy or managerial discretion is an undisputable requirement for attaining superior performance, and competitive advantage, which clearly contradicts the current results. Against the present study's findings, Nahrgang, and Morgeson (2017) further argue that the degree to which performance is impacted by autonomy depends on a number of factors linked with the organizational structure and the task.

The findings further contrast those by Han and Hong (2020) who conducted an investigation on the role of autonomy in the link between public Performance of organizations and accountability in the United States federal government. According to the findings of the study, employee autonomy increases the extent to which responsibility has a positive impact on Performance in two human resource management activities: compensation and hiring. Findings similarly contrast Sisodia and Das (2021) who discovered in their research that job autonomy as a performance development strategy has a strong relationship with Organizational Performance. In contrast to the present study findings, Pathak and Das (2016) also uncovered a substantial and constructive link between work autonomy as a strategy and organizational effectiveness, with an increase in job autonomy favorably affecting Organizational Performance.

The contrasts could be attributed to the contextual difference between the studies' focus on the public and private sectors with the present study's focus on PBNGOs. The findings further contradict Andrews et al. (2016) who contend that greater Managerial Autonomy or managerial discretion is an undisputable requirement for attaining superior performance, and competitive advantage.

Halaby and Weakliem (2021) argued that job autonomy must be explored as a vital strategy in order to comprehend how Organizational Performance is attained. Hodson (2020) emphasizes that job autonomy is imperative as it delves into the very motivation of the workers to perform their best adding that without some minimum dignity and control, work is unbearable. The contrasts could also be attributed to the contextual difference between the studies' focus on the private sector with the present study's focus on PBNGOs.

The findings by this study that Managerial Autonomy does not moderate the relation between Competitive Strategies and performance, could be attributed to the nature of the organization structures and systems put in place. Most of the PBNGOs get funding per project and there are structural and procedural requirement that must be met before the funding. Therefore, whether Managerial Autonomy is in place or not, the projects must be managed as per the conditions set.

The findings are contrary to the Agency theory as proposed by Jensen and Meckling (1976), in that as opposed to the commercial sector where Managerial Autonomy would provide the impetus for managers to execute Competitive Strategies and realize improved performance, the same is not applicable among PBNGOs. In the present context, Managerial Autonomy is found to not determine the extent to which the adopted Competitive Strategies result in improved Organizational Performance.

5.4 Competitive Strategies, Decision Quality and Performance of PBNGOs in Kenya

The research hypothesis was that, among PBNGOs in Kenya, Decision Quality had no significant intervening effect on the relationship between performance and Competitive Strategies. After introducing the mediator ($\beta=0.513>0.05$), Competitive Strategies ($\beta=0.0033<0.05$) were no longer significant. As a result, the relationship between tactics that are competitive and excellence in organizations was fully mediated by Decision Quality. The null hypothesis that Decision Quality has no effect on the relationship between performance and Competitive Strategies among Kenyan PBNGOs was rejected.

The study takes the position that the finding is expected as PBNGO operate in a dynamic environment characterized by massive information flows and necessitating analyses of project alternatives as well as alignment between project activities with project goals. Uniquely, this is in support of the Dynamic Capabilities Theory despite the present study context, being non-profit as opposed to the commercial context for which the theory was formulated.

Findings by this study support the important role of Decision Quality. Whereas Competitive Strategies are vital in achieving organization Performance, the quality of routine and non-routine decisions made to implement the strategies overshadows the strategies themselves. As such, it is incumbent upon PBNGO managers, that in order to ensure Competitive Strategies adopted results in improved Organizational Performance, decisions taken presuppose competence on the part of the decision makers, Decisions' alignment with firm' goals, decision making process inclusivity.

The finding further implies that the quality of decisions taken among PBNGOs were complementary to the Competitive Strategies adopted thereof, which in turn influenced Organizational Performance positively. This indicates that pertinent decisions taken involved a consideration of alternatives, setting the right frame, collection of meaningful and adequate data, clarification of tradeoffs and values, use of logical reasoning as well as commitment to action. Focusing on each of the foregoing elements in taking decisions and engagement of the appropriate stakeholders in a timely manner enabled the PBNGOs provide an ample environment in which the Competitive Strategies would be implemented for creation of significant value and ultimately improvement of Organizational Performance. Accordingly, the study finding supports the dynamic capabilities theory whereby in order to meet the set project goals and meet both donor expectations and project promise to beneficiaries which ultimately assures performance, the Competitive Strategies adopted by PBNGO managers have to be matched with impactful quality decision making informed by the dynamic and competitive environment in which the PBNGOs operate.

The finding further implies that the quality of decisions taken among PBNGOs were complementary to the Competitive Strategies adopted thereof, which in turn influenced Organizational Performance positively. This indicates that in order to translate Competitive Strategies into superior Organizational Performance, pertinent decisions taken ought to involve a consideration of alternatives, setting the right frame, collection of meaningful and adequate data, clarification of tradeoffs and values, use of logical reasoning as well as commitment to action.

These findings are supported by Rogers and Blenko, (2012) who found that high performing organizations were driven by their decisions that led to choose better strategies. According to Boyne and Walker (2015), low or high levels of comprehensiveness in the process of decision making is unpacked under the unrealistic or realistic strategic decisions, for instance the degree to which the executive as the organization's decision makers have comprehensively assessed and considered the threats and opportunities the firm is probable to meet in the environment that is competitive. However, the focus of the study was only on the decision-making process leaving the concept of Decision Quality.

Further, Munjuri (2013) found that quality of decisions mediates the influence of human capital on firm performance. While the role of quality decisions cannot be underestimated, the effect of Decision Quality depends also on the competitive strategy adopted by the firm.

Similarly, Baum and Wally (2017) examined how firm performance among 318 large corporations is influenced by strategic decision speed, as well as the organizational and environmental features associated with decision speed. Results showed that firm performance is predicted by fast strategic decision-making, which also mediates the association between organizational and environmental factors and firm performance. The findings conform to the assertion by Umukoro (2015) who offered that the making of Competitive Strategies must be widened to accommodate new perspectives and voices.

He however observes that still, final decisions about strategy are made by senior management, and that the thinking of organizations and companies should be challenged by strategic thinking. Similarly, Keren and Bruin (2020) observed there is a high need for decision-making improvement and change among organizational executives while accommodating innovativeness, market analysis, globalization, technology, diversity, policy, leadership effectiveness and teamwork in order to improve Organizational Performance.

The finding however contrast Yu et al. (2017) whose empirical study on how Decision Quality intervenes in the association between excellence of firms and management of information with reference to Chinese entrepreneurs found that Decision Quality does not significantly intervene in the association between firm performance and knowledge management.

The study findings also contrast Wieder and Ossimitz (2021) whose investigation of the indirect and direct effects of business intelligence management quality on managerial decision-making quality found that data/information quality does not significantly mediate the relationship between business intelligence management quality and managerial decision-making quality. The contrasts could be attributed to the differences in measurement of the variables. The finding further contradicts Omri and Boujelbene (2018) who report in their study that Decision Quality does not significantly intervene in the association between entrepreneurial teams' success and communication.

The findings also contrast Wieder and Ossimitz (2021) who, adopting partial least squares analysis of senior IT managers' survey responses in Australia, found that data/information quality does not significantly mediate the relationship between business intelligence management quality and managerial decision-making quality. The contrasts could be attributed to both the contextual difference between the studies' focus on the private sectors with the present study's focus on PBNGOs; as well as differences in measurement of the variables.

The findings are further in support of the Dynamic Capabilities theory as proposed by Teece et al. (1997), in that project managers among PBNGOs take quality decisions cognizant of the increasingly competitive environment in which they operate in order to translate the Competitive Strategies adopted into desirable Organizational Performance. PBNGOs are particularly found to leverage competencies of decision-makers; consistency of decisions with defined goals; and inclusivity in decision-making process in their implementation of the Competitive Strategies, which results in improved Organizational Performance.

5.5 Decision Quality and Performance of PBNGOs in Kenya

The purpose of the research was to look at the effect of Decision Quality on the Performance of PBNGOs in Kenya. The null hypothesis stated that Decision Quality has a significant effect on PBNGOs' performance in Kenya. There was a significant positive relationship between Decision Quality and Performance of organizations (β=0.5340.05, R= 0.0.610, R^2= 0.372), according to the findings. As a result, better Decision Quality will lead to better organization Performance.

As a consequence, Decision Quality has a moderately substantial and positive effect on PBNGOs in Kenya's performance. As a result, the null hypothesis that Decision Quality has no significant effect on PBNGOs' performance in Kenya is rejected. The alternative hypothesis, that Decision Quality influences PBNGOs' success in Kenya, is accepted. As such, the quality of decisions taken among PBNGOs significantly determine Organizational Performance. The finding is further in support of the dynamic capability theory advocating for Decision Quality in the face of dynamism in the industry that PBNGO's operate.

PBNGOs (Agents) aims at guaranteeing that decisions taken by the latter yield the articulated project goals to the satisfaction of the Principals. This calls for quality decision making geared towards attaining superior performance. To this end, it is incumbent upon PBNGO managers to ensure that the decision makers are competent, that the decision-making process is inclusive and that the decisions taken are in concordance with project goals. In the course of managing projects, PBNGOs take decisions on a frequent basis.

The study takes the position that depending on the nature of the decision, the decisions taken can also be made through either a reasoned or an intuitive process or a combination of the two. Whereas some decisions are relatively unimportant, some are vital and will result in the project being either successful or failing. As such Strong decision-making practices are particularly imperative in weighing the options available and selecting the best course of activity, as poor decisions or indecisiveness can bring a project to a halt.

These findings are in support of Munjuri (2013) who found that quality decision making by management was vital for any organization and that strategic decision-making is essential to Organizational Performance. In support of the study, Glaholt et al. (2017) argues that solution to achieve a high-quality decision that drives Organizational Performance is to improve information quality with a systematic method. While Ejimabo (2013) contends that decision makers want to spend the lowest costs possible to have the best Decision Quality. He also argues that different combinations of information quality dimensions may produce the same Decision Quality.

Further in support, Higgins (2012) says that good quality decision has great outcome advantages including Organizational Performance improvements and low out-come costs, and that free of value from worth or outcomes, a regulatory fit is experienced when people use goal pursuit means which surges the worth of what they do. The findings are also in agreement with Mumford et al. (2021) who showed that there is lack of knowledge, quality, education and leadership styles related with comprehensive decision-making, hence the observed poor Organizational Performance.

Similarly, considering that choices are made on a daily basis by managers and leaders in their workplaces, Finkelstein and Hambrick (2020) suggest that decision-making by the leadership is both a major driver of organizational results and a fundamental component of all management activity. The findings further agree with Bosque and Collado (2022) who found that comprehending the main determinants of decision-making quality in organizations helps manage Organizational Performance. It shows when leaders can make a decision without strict timelines.

Santos et al. (2016), decision-making among managers and leadership is usually of critical prominence and distinctive importance because it affects the fate of all employees, the entire organization, and organizational outcomes. similarly, McKenzie et al. (2019) conducted a review on strategic talent management and research agenda. The study found that Decision Quality has a significant effect on company success and is often influenced by both internal and external stakeholders.

In contrast, Mwangi (2012) found in their exploration of the association between Organizational Performance and strategic decision speed that firm performance is not significantly influenced by strategic decision speed. Similarly, the finding also contradicts Siebert (2018) who empirically tested how decision training influences Organizational Performance and cognitive skills and revealed that Organizational Performance and proactive cognitive skills are not significantly influenced by decision training. The findings further contrast Negulescu and Doval (2014) who report that the decision-making process does not significantly influence organizational effectiveness. The contrasts could be attributed to both the contextual difference between the studies' focus on the private sectors with the present study's focus on PBNGOs; as well as differences in measurement of the variables.

The find is in line with Dynamic Capabilities theory as proposed by Teece et al. (1997), in that PBNGOs are found to leverage competencies of decision-makers; consistency of decisions with defined goals; and inclusivity in decision-making process in their implementation of the Competitive Strategies, which results in improved Organizational Performance.

5.6 Competitive Strategies, Managerial Autonomy and Decision Quality on Performance of Project Based Non-Governmental Organizations in Kenya

The goal of the study was to determine the joint effect of competitive strategy, Managerial Autonomy, and Decision Quality on Performance of PBNGOs. On the Performance of PBNGOs in the nation, the combined impact of Managerial Autonomy, competitive strategy, and Decision Quality was considerably higher than the individual effect. Competitive Strategies had a favorable but negligible impact on the performance of the company ($\beta=0.082>0.05$).

Organizational performance was negatively impacted by Managerial Autonomy ($\beta=-0.073>0.05$). Organizational performance was positively influenced by Decision Quality ($\beta=0.534$ ($p<0.05$). As a result, the null hypothesis that Managerial Autonomy, Competitive Strategies, and Decision Quality had no substantial joint effect on the performance of Project Based nonprofit organizations in Kenya was rejected.

The finding is of the implication that jointly, Competitive Strategies, Decision Quality and Managerial Autonomy significantly determine organizational Performance among PBNGOs. PBNGOs that employ such strategies as outsourcing, strategic alliances, joint ventures and innovations were also found to report improvements in Organizational Performance. This, combined with Decision Quality override, Managerial Autonomy which does not independently have a significant effect on Performance, hence the significant joint effect on Performance.

The study takes the position that performance among PBNGOs is multifaceted, in that a variety of factors come into play in order for PBNGOs to achieve a sustained and superior performance. In order to ensure the Competitive Strategies employed are translated into superior Performance, PBNGO managers have to ensure that the decision makers are competent, that the decision-making process is inclusive and that the decisions taken are in concordance with project goals. Some leeway is also necessary for PBNGO managers to make key administrative and project decisions at critical moments.

Against this backdrop, the finding is further in agreement with the anchoring theory in the study that is the Resource Based View, which postulates maximum utilization of resources. It also supports the dynamic capability theory which argues that competitiveness should be maintained by a sharing culture and one that inspires exchanging skills, capabilities and organizational learning for competencies improvement.

The findings implied that for organization to maximize their performance, they ought to put in place Competitive Strategies and ensure that decisions makers are in a position to make quality decisions. Managerial Autonomy for PBNGOs is not important in enhancing organization Performance. The findings were in line with those of Munyoki and K'Obonyo (2015) who found that positioning, Competitive Strategies and organizational autonomy influenced performance. Still in line with the study, Competitive Strategies improve a group's reasoning ability resulting in effective decision making and ultimately impacting on Performance (Andersen, 2017; Kaplan & Beinhocker, 2017).

To survive in the dynamic and vibrant business environment, executives ought to punctually prepare themselves with sufficient information and convert it into action. In generating an innovative and effective solution, strategic planning and decision comprehensiveness can supplement each other and coexist. According to Najdenov and Makhoul (2015), which is in line with the present study, predictive analytics as an environmental scanning strategy enhances the quality of decisions which then creates an overall positive performance on organizations.

Similarly, the present study supports the findings of Aitikiya 2015 that competitive intensity had an insignificant moderating effect on the relationship between Competitive Strategies and performance. The findings further agree with Andrews et al. (2016) who examined faculty autonomy perspectives from Taiwan. It was established in the study that Managerial Autonomy is more critical in organization where the principal-agent dynamic is more pronounced, in which case the managers' autonomy in decisions making has implications on their superiors, employees as well shareholders.

Stewart and Barrick (2021) similarly held that the advantages of individual employee learning and responsibility when job interlinkage are emphasized and facilitated when employees are given autonomy. The foregoing logic implies that the costs and benefits of employee autonomy is dependent on job interlinkage. Similarly, Farh and Scott (2022) observed that whereas evidence abounds in literature with regard to desirable organizational outcomes as a result of decision-making autonomy among employees, it remains questionable whether the same affects cognitive ability of workers. The authors argued that the finding that poor performance has been associated with autonomy when controlling for motivational, contextual and individual differences implies that the desirable outcomes of informational mechanisms may be more multifaceted.

In contradiction, Ge and Helfert (2016), study that not all the aspects of market orientation as a competitive strategy are equally effective for the improvement of Decision Quality and hence Organizational Performance. This study argues that to enhance performance, PBNGOs should ensure coherence on organization strategy and decision-making environment. However, this is in contradiction to Kariuki and Murimi (2015), who realized that autonomy and decision making had no significant contribution to Organizational Performance. The contrasts could be attributed to both the contextual difference between the studies' focus on the private sectors with the present study's focus on PBNGOs; as well as differences in measurement of the variables.

The findings are in tandem with the three theories, that is Resource-Based View, Agency theory and Dynamic Capability theories intertwine to inform that study. By leverage the Competitive Strategies advanced by the Resource-Based View, PBNGOs realize improved performance. This is made possible by the adoption of quality decisions informed by the increasingly dynamic environment in which the PBNGOs operate, as advanced by the Dynamic Capability theory. Further, this association may or may not be enhanced when PBNGO managers have autonomy in the implementation of donor funded projects in order to realize value for the funds entrusted to them by the donors.

5.7 Empirical Model

Results from hypothesis test indicated that the direct relationship between Competitive Strategies and Organizational Performance was supported. The moderating influence of Managerial Autonomy on the association between Organizational Performance and Competitive Strategies was however not supported. The mediating effect of Decision Quality on the association between Organizational Performance and Competitive Strategies was supported.

The joint effect of Competitive Strategies, Managerial Autonomy and Decision Quality on Organizational Performance was also supported. Accordingly, the study takes the position that the conceptual framework be revised in the conceptual model depicted in Figure 5.1. the model shows the empirically supported direct, mediation, and joint effect relationships.

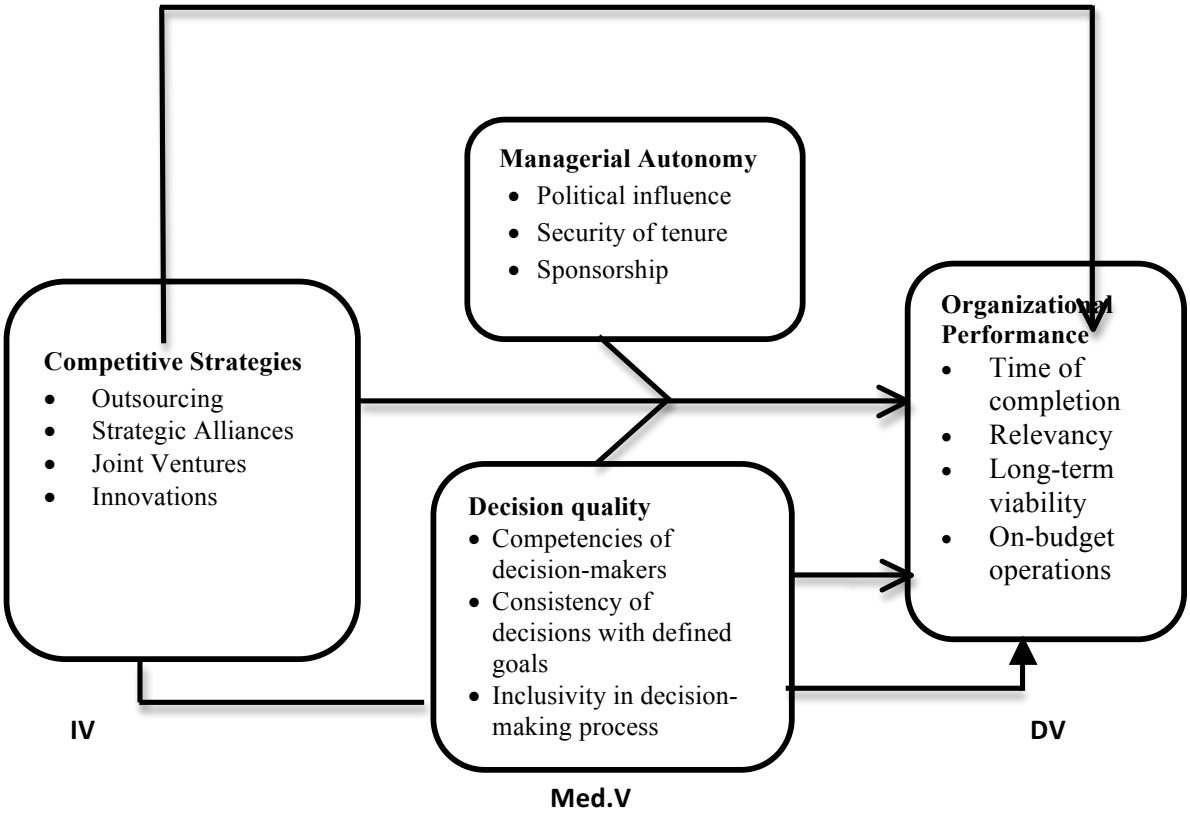


Figure 5.1: Empirical Model

The revised empirical model of the implication that the conceptual gap of studying all the four concepts (Competitive Strategies, Managerial Autonomy and Decision Quality on Organizational Performance) in one model has been filled by the model as all the hypotheses were supported by the model. The contextual as well as the methodological gaps have been filled as the empirical model demonstrated direct, moderation, mediation, and joint influence relationships were supported in the study done in the PBNGO context using different methods respectively.

The revised empirical model also implies that the contextual and methodological gaps in knowledge identified as warranting this study, have been addressed. In this regard, the empirical model in Figure 5.1 demonstrates the direct, mediation, and joint effect relationships and interaction amongst Competitive Strategies, Managerial Autonomy and Decision Quality as the various factors key in improving Organizational Performance.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The focus of this research was to see how Competitive Strategies, Managerial Autonomy, and Decision Quality influenced the performance of Kenyan PBNGOs. A summary of the Study's major findings, conclusions, theoretical and practical implications, and recommendations are all presented in this chapter. The chapter also discusses the study's limitations and concludes with recommendations for future research.

The study aimed to accomplish four objectives: examine the impact of Competitive Strategies on PBNGOs' performance in Kenya; determine the moderating effect of Managerial Autonomy on the association between PBNGOs' Performance in Kenya and Competitive Strategies; and determine the intervening effect of Decision Quality on the relationship between Performance and Competitive Strategies. Hypotheses were developed and tested based on each of these goals. The following section is an overview of the results on each of these aspects.

6.2 Summary of the Findings

The purpose of the research was to see how Competitive Strategies, Managerial Autonomy, and Decision Quality influence PBNGOs' Performance in Kenya. To do this, a hypothesis testing method was used, which included basic, multiple, and stepwise regression. A descriptive cross-sectional survey of PBNGOs in Kenya was performed. The questionnaire was sent to the various organizations by experienced research assistants. A total of 161 Project Based NGOs were contacted, with 141 being filled out and returned, resulting in an 87.5 percent response rate, which was deemed sufficient for analysis.

6.2.1 Competitive Strategies and Performance of PBNGOs in Kenya

The study first objective was to determine the effect of Competitive Strategies on Performance of PBNGOs in Kenya. Simple linear regression analysis findings indicated that there is a moderate and positive linear dependence between Performance of organizations and Competitive Strategies ($R= 0.442$, $R^2= 0.195$). The study also obtained an $F_{(df\ 4,136)}$ of $33.68<0.05$, which indicated that the model depicting the association between Performance of organizations and Competitive Strategies was significant. On Competitive Strategies, the coefficient was found to be 0.427 ($p<0.05$) which meant that tactics that are competitive significantly predicted performance of organizations. As a result, tactics that are competitive have a moderately good and considerable impact on PBNGOs in Kenya's performance. The null hypothesis, that tactics that are competitive have no effect on PBNGOs' Performance in Kenya, was rejected.

The descriptive statistics indicated that most participants affirmed to a large extent on the contribution of outsourcing strategy (mean= 4.25, SD 0.64, CV =15.03 percent) strategic alliances (mean = 4.24, SD = 0.66 and CV = 15.48 percent), joint venture strategy (mean = 4.29, SD = 0.60, CV = 13.88 percent) and innovation strategy (mean = 4.00, SD= 0.77, CV = 20.65). The findings were consistent with the results by (Baraza & Arasa, 2017); Parnell, 2016; Kago *et. al,* 2018; Andrevski, 2009; Muia, 2017; Muthoka & Oduor, 2014).

6.2.2 Competitive Strategies, Managerial Autonomy and Performance of PBNGOs in Kenya

In establishing the moderating effect of Managerial Autonomy on Performance of PBNGO and Competitive Strategies in Kenya, a hierarchical regression analysis was employed. In step one, findings indicated that on Competitive Strategies, the coefficient was found to be 0.427 ($p<0.05$). This was of the inference that tactics that are competitive have a moderately good and considerable impact on PBNGOs in Kenya's performance. Therefore, Competitive Strategies proved to have a moderate significant and positive effect on Performance of organizations among PBNGOs in Kenya.

In step two on Competitive Strategies, the coefficient was found to be 0.406 ($p<0.05$) and 0.024 ($p>0.05$) on Managerial Autonomy. This was of the inference that tactics that are competitive have a moderately good and considerable impact on PBNGOs in Kenya's performance. However, Managerial Autonomy was a poor and insignificant predictor of organization Performance. Therefore, tactics that are competitive have a moderately good and considerable impact on PBNGOs in Kenya's performance while Managerial Autonomy has a weak and insignificant positive on organization Performance.

In step three, on Competitive Strategies, the coefficient was found to be 0.893 ($p>0.05$), 0.516 ($p>0.05$) for Managerial Autonomy and -0.117 ($p>0.05$) for the interaction variable. This was of the inference that when interaction variable was introduced, Competitive Strategies became a poor predictor of organization Performance. However, Managerial Autonomy was still a poor and insignificant predictor of organization Performance. The interaction variable was also an insignificant predictor of organization Performance.

As a result, Managerial Autonomy was found to have no moderating effect on the relationship between PBNGOs' performance and Competitive Strategies in Kenya. The null hypothesis, that Managerial Autonomy had no significant moderating impact on the relationship between Competitive Strategies, Decision Quality, and Performance of PBNGOs in Kenya, could not be refuted and was therefore verified to be correct. The findings were consistent with the results by Lanfred and Moye (2014) and Ugbora Obeng (2014).

6.2.3 Competitive Strategies, Decision Quality and Performance of PBNGOs in Kenya

The research hypothesis was that, among Project Based Non-Governmental Organizations in Kenya, Decision Quality had no significant intervening impact on the relationship between performance and Competitive Strategies. The findings of the first stage of a stepwise regression analysis revealed a coefficient of 0.427 ($p<0.05$) on competitive tactics. As a result, competitive strategy was a key indication of an organization's success. As a result, Competitive Strategies have a moderately favorable and substantial influence on PBNGOs' success in Kenya.

Step two included doing a basic linear regression analysis to determine the impact of competing strategies on Decision Quality. On Competitive Strategies, the coefficient was 0.767 ($p<0.05$). As a result, competitive strategy was a good predictor of Decision Quality. As a result, Competitive Strategies have a substantial and beneficial impact on the quality of decisions made by PBNGOs in Kenya. Step three established a clear link between Decision Quality and Organizational Performance. On Decision Quality, the coefficient was 0.534 ($p<0.05$).

As a result, the quality of a choice was a key indication of an organization's performance. Therefore, in Kenyan PBNGOs, Decision Quality has a somewhat positive and considerable impact on organizational success. In step four, multiple regression analysis was used to assess the effect of tactics that are competitive and Decision Quality on organization Performance. On Competitive Strategies, the coefficient was found to be 0.0033 ($p>0.05$) and 0.513 ($p<0.05$) on Decision Quality. This was of the inference that decision was a significant predictor of organization Performance.

All the variables in step one to three were significant indicating that mediation was possible. In step four, Competitive Strategies were no longer significant after introducing the mediator. Therefore, there was full mediation of Decision Quality on the association between Performance of organizations and Competitive Strategies. There was the rejection of the null hypothesis that Decision Quality has no significant intervening effect on the association between Performance of organizations and Competitive Strategies among PBNGOs in Kenya. The findings were consistent with the results of (Rogers & Blenco, 2012; Parnell, 2016; Boyne & Walker, 2015; Munjuri, 2013).

6.2.4 Decision Quality and Performance of PBNGOs in Kenya

This study sought to explore the effect of Decision Quality on Performance of PBNGOs in Kenya. The results indicated is a strong positive linear dependence between Decision Quality as indicated by decision-makers' competences, Decisions' alignment with firm' goals, decision making process inclusivity and Desired effect of decisions and Performance of organizations ($R= 0.630$, $R^2= 0.397$). The study realized an $F_{(df\ 4,136)}$ of $22.351<0.05$. This implied that the model depicting the association between Decision Quality and Performance of organizations is significant.

The coefficients obtained were decision makers competences 0.157 ($p<0.05$), Decisions' alignment with firm' goals 0.245 ($p<0.05$), decision making process inclusivity 0.052 ($p>0.05$), Desired effect of decisions 0.081 ($p>0.05$). The findings implied that decision makers' competences and Decisions' alignment with firm' goals were significant predictors of organization Performance. Decision making process inclusivity and Desired effect of decisions had minimal effect on organization Performance. In this study, simple linear regression analysis was employed to assess the relationship between Decision Quality on organization Performance. The results showed a strong positive relationship between Decision Quality and Performance of organizations ($R= 0.0.610$, $R^2= 0.372$). As a result, better Decision Quality will lead to better Organizational Performance. The study realized an $F_{(df\ 4,136)}$ of 82.393. This implied that the Decision Quality was a notable organization's performance predictor.

The significance of the relationship between Decision Quality and Organizational Performance was indicated by the $p<0.05$. On Decision Quality, the coefficient was 0.534 ($p<0.05$). This indicates that the quality of a decision is a significant indicator of an organization's performance which then translates to Decision Quality's substantial and favorable impact on PBNGOs' success in Kenya. The null hypothesis that Decision Quality has no substantial impact on PBNGOs' success in Kenya is therefore rejected. The alternative hypothesis is that Decision Quality has a significant impact on PBNGOs' success in Kenya. The findings were consistent with the results by (Munjuri, 2013; Glaholt, Wu & Rengold, 2017; Ejimabo, 2013; Higgins, 2012).

6.2.5 Competitive Strategies, Managerial Autonomy, Decision Quality and Performance of PBNGOs in Kenya

The aim of the research was to evaluate the impact of competitive strategy, Managerial Autonomy, and Decision Quality on Performance of PBNGOs. According to the results, Competitive Strategies, Managerial Autonomy, Decision Quality, and Organizational Performance all have a significant positive connection ($R= 0.615$, $R^2= 0.378$). Thus, improvement in Competitive Strategies, Managerial Autonomy, Decision Quality will lead to improved organization Performance. The study realized an $F_{(df\ 4,136)}$ of 27.759. This implied that Competitive Strategies, Managerial Autonomy and Decision Quality were notable organization's performance predictors. The $p<0.05$ implied that the linkage between the Competitive Strategies, Managerial Autonomy, Decision Quality and Performance of organizations was notable. The obtained coefficients were Competitive Strategies 0.082 ($p>0.05$), Managerial Autonomy -0.073 ($p>0.05$) and Decision Quality 0.534 ($p<0.05$). The findings meant that Decision Quality had a significant positive effect on organization Performance.

Competitive Strategies have a small but beneficial impact on company performance. Managerial Autonomy has a negative but little impact on the performance of the company. The combined impact of competitive strategy, Managerial Autonomy, and Decision Quality on Performance was considerably higher than the individual effects. The null hypothesis that Competitive Strategies, Managerial Autonomy and Decision Quality jointly have no significant effect on Project Based nongovernmental organizations' performance in Kenya was therefore rejected.

The findings were consistent with (Munyoki & K'obonyo, 2015; Anderson et al., 2017; Najdenov & Makhoul, 2015; Aitikiya 2015), which implied that for organization to maximize their performance, they ought to put in place Competitive Strategies and ensure that decisions makers are in a position to make quality decisions. Managerial Autonomy for PBNGOs is not important in enhancing organization Performance.

6.3 Conclusion

Informed by the study findings and subsequent discussions, the study makes the following conclusions. First, Competitive Strategies have a significant and positive effect on PBNGO Organizational Performance in Kenya. By outsourcing non-core activities, collaborating with other NGOs, private sector entities and institutions in the public sector through strategic alliances and joint ventures as well as being innovative and adopting innovations, PBNGOs benefit from reduced project operational cost, have a wider and ready access to skilled tech-talent, cutting-edge technologies, and high-level professionalism. These afford them operational efficiency, productivity, sustainability and improved project completion rates hence desirable Organizational Performance.

The study also concludes that Managerial Autonomy does not have a significant moderating effect on the association between tactics that are competitive and excellence in organizations among PBNGOs. Whereas executives among PBNGOs in the country may exercise autonomy in deciding the internal operational activities, they lack autonomy in project decisions in respect to design, implementation plan and action plans, as these are largely predetermined at the point of funding. As such, Managerial Autonomy among PBNGOs does not influence the degree to which the Competitive Strategies adopted influence Organizational Performance. This study argues that the degree to which performance is impacted by autonomy is dependent on a number of factors linked with the organizational structure and the task.

The study further concludes that Decision Quality has a significant intervening effect on the association between tactics that are competitive and excellence in organizations among PBNGOs in Kenya. As such, for the Competitive Strategies adopted to result in improved and desirable organizational Performance among PBNGOs, it presupposes that the necessary accompanying decisions are of good quality. This means that they ought to involve a consideration of alternatives, setting the right frame, collection of meaningful and adequate data, clarification of tradeoffs and values, use of logical reasoning as well as commitment to action.

The study is further of the conclusion that the quality of decisions taken among PBNGOs significantly determine Organizational Performance. Beside project funding, a factor of utmost importance in determining whether or not the project will be successfully implemented according to plan is the quality of pertinent decisions taken. Adequate decision-making is of particular significance in assessing the alternatives available and selecting the best course of activity, as poor decisions or indecisiveness can bring a project to a halt.

The study finally concludes that jointly, Competitive Strategies, Decision Quality and Managerial Autonomy significantly determine organizational Performance among PBNGOs. As such, for PBNGOs to realize improvements in Organizational Performance, they ought to combine Competitive Strategies, Managerial Autonomy and quality decisions in their models of operations. In order to ensure the Competitive Strategies employed are translated into superior performance, PBNGO managers have to ensure that the decision makers are competent, that the decision-making process is inclusive and that the decisions taken are in concordance with project goals. This, combined with allowing managers exercise some level of autonomy will have a significant effect on Organizational Performance.

6.4 Recommendations

Among Kenyan PBNGOs, Competitive Strategies have a moderately good and significant effect on organization Performance, according to the study. As a result, companies, both for profit and non-profit, are advised to develop strategic plans and policies that include defined Competitive Strategies to ensure that they meet their performance goals efficiently. Organizations ought to examine their internal and external environments before deciding on the most effective competitive tactics to employ. The nature of the organization and underlying circumstances will influence the Competitive Strategies to be employed.

The study further concludes that Managerial Autonomy among PBNGOs does not influence the degree to which the Competitive Strategies adopted influence Organizational Performance. The study therefore recommends that PBNGOs management need not spend a lot of resources on Managerial Autonomy since it does not improve their organization Performance. In a sector that is facing increasing competition on the contrary, PBNGOs need to focus on finding the best mix of Competitive Strategies consistent with their business and operational realities and moral ideals.

The study recommends that for organizations seeking to achieve excellent performance, they ought to equip their managers with information and skills to enable them make quality decisions. Decision quality premised on solid competitive strategy is crucial in achieving expected organization Performance. Irrespective of the competitive strategy implemented by the organization, the quality of decisions made will greatly impact on organization Performance. An organization with excellent Competitive Strategies but cannot make quality decisions on implementation of the strategies, will find it hard to achieve intended organization Performance.

To attain excellent organization Performance, the study recommends that cost of obtaining information by decision makers among PBNGOs to be kept low. Organizations should take caution not to overinvest on information so as to improve Performance of organizations and in the end, cost of getting the information exceeds the accrued benefits. Organizations are recommended to invest in research and development and training of their staff so as to ensure effective implementation of Competitive Strategies and thus lead to improved organization Performance.

In working towards maximization of organization Performance, the study recommends that management define an all-inclusive strategy. For synergy to be achieved, the road map should consider the Competitive Strategies to be adopted and measures to ensure quality decisions routine and non-routine decisions are made during and after implementation of the Competitive Strategies. The Competitive Strategies adopted should clearly stipulate the decisions to be made and guide on regular evaluation of the effectiveness of the decisions.

6.5 Implications to Policy, Knowledge, Theory and Practice

The study has contributed in an immense way to strategic management theory, policy, knowledge, theory and practice. The current research sought to determine the association between Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance. The study specifically looked into the impact of Competitive Strategies on Performance, as well as the intervening role of Decision Quality and moderating function of Managerial Autonomy in the relationship between performance of organizations and strategies that are competitive. It also wanted to see if the combined effect of these variables on Organizational Performance was greater than the separate effects of these variables. The findings of the study have theoretical, practical, and policy ramifications, which are explored in the following section.

6.5.1 Implications to Policy

The study makes in important contribution to policy development in the country. To policy makers, this study improves the policy making capacity by highlighting the policy options to be explored with a view to create an enabling policy and regulatory environment for PBNGOs. The insight into the concepts of Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance acts as a guide in handling related policy and regulatory issues.

The study findings that Competitive Strategies coupled with Decision Quality are key in enhancing Performance of organizations of PBNGOs is crucial in defining funding policies for the donors and NGO policies. Donors and financiers of NGOs projects are always interested in ensuring that the performance indicators they intend to achieve by committing the resources are indeed achieved. By having this knowledge, as a prefunding requirement, the donors and financiers will formulate funding policy where PBNGOs will be required to submit their Competitive Strategies and mechanisms put in place to ensure Decision Quality.

Organizations through this study will also be able to evaluate their operational policies and long-term strategies to ensure they encourage innovations, efficiency, promotes competitive strategy and improves decision making quality. From the study, NGOs will be able to formulate training policies and justify the need to invest in research, development and training. Further, policy makers will be able to come up with better policies to ensure optimal Performance of organizations and thus assurance that the PBNGOs achieves the objectives for which they exist. The insight into the concepts of Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance acts as a guide in handling related management issues.

NGOs sector is very crucial to the economic development of Kenya and contributes significantly in-service provision to the disadvantaged where the government could not immediately assist. The Kenyan government's Vision 2030 development agenda aims to alter society through providing the societal amenities like education and water. The NGO sector is prioritized as one of the infrastructural enablers to the achievement of this objective and therefore, this analysis will serve as a useful reference for the government in implementing Vision 2030 as it highlights the areas to improve on, with regard to facilitating PBNGOs to enable them adequately play their role across the four pillars.

This study may be valuable to the NGOs coordination board professional group in formulating regulations and strategic policies that the industry will employ to fulfill its commitments as stipulated in the NGOs Act, 2016. The policy holders may be able to develop strategies that may reform the PBNGOs by ensuring Kenya is globally competitive in advocacy of NGOs work to promote economic growth.

The study findings further add value to the government's development blueprints such as the Vision 2030 and the Big Four Agenda. This is achieved by highlighting how PBNGOs can best leverage their Competitive Strategies, Managerial Autonomy and Decision Quality to meaningfully contribute to the social, economic, health and political spheres of the country. This will position PBNGOs as among the significant contributors towards the realization of the country's development blueprints.

6.5.2 Implications to Theory

The present study also adds value to the theoretical framework underpinning the present study. The study was particularly guided by the principle-agent theory on how the donors as principals relate. The study also used the Resource-Based View to explain how PBNGOs organizations harness their resources to attain a sustained competitive edge.

Finally, the Dynamic Capability Theory was used to show how PBNGO managers take decisions informed by the increasingly dynamic environment in which they operate. The present study shows that capability is a function of a combination of Competitive Strategies, Managerial Autonomy and Decision Quality. The study findings have complemented postulations of the Resource Based View as opined by Wernerfelt (1984). It has been particularly found that in an effort to address the growing competition in the NGO sector, PBNGOs are increasingly leveraging resources external to their firms. This includes outsourcing such non-core activities as information and communication technology and staffing, collaborating with other NGOs, the private sector and the public sector through strategic alliances and joint ventures as well as adoption of innovations. As such, the present study finds that other than commercial entities which leverage their internal resources to realize competitive advantage, PBNGOs seek to leverage resources external to their organizations to realize desirable Organizational Performance.

The study findings do not support agency theory. The study found that Managerial Autonomy does not have a substantial interactive effect on the relationship between tactics that are competitive and excellence in organizations. This can be attributed to the limited Managerial Autonomy among PBNGO managers owing to the preset project goals and activities and the Competitive Strategies employed in their execution for desired Organizational Performance. This is in contrast to the Managerial Autonomy anticipated in the agency theory, that would give managers in the commercial sector the leeway to execute Competitive Strategies and deliver superior results to their principals. In the PBNGO context, managers do not have this leeway, hence the non-significant moderating role of Managerial Autonomy on the relationship between tactics that are competitive and excellence in organizations.

Finally, the dynamic capability theory has been critiqued for believing that differences in capabilities are the result of management choices and vary across firms. The present study findings challenge this critique and offer support to the dynamic capability theory in this regard, finding that the difference in quality of decisions taken among PBNGOs result in differences in Organizational Performance. While PBNGOs with better quality management decisions are likely to record high Organizational Performance, PBNGOs with poor management decisions are likely to record poor Organizational Performance.

6.5.3 Implications to Management Practice

This study makes important contributions to practice and industry, the government's development blueprints, to policy development and to theory and research. To practice and industry, PBNGO project managers are particularly informed on how to best employ and leverage Decision Quality and Managerial Autonomy with a view to realize superior Organizational Performance. To executives in these organizations, a better understanding of these fundamentals is essential for informing strategic decisions. with a view to realize desirable and improved Organizational Performance.

Management's goal is to ensure that the organization's goals and thus performance are met. NGOs have over the years been accused of not making the most use of the resources provided by donors by failing to reach performance targets. As a result, donor funding has decreased, putting the essential function of NGOs in jeopardy.

Projects intended at promotion of social inclusion of marginalized regions and persons, communities' economic empowerment, civic engagement enhancement, infrastructure development, and social welfare provision have all been credited to PBNGOs. As a result, Performance of PBNGOs is not only vital for the country's socioeconomic development, but it should also be a strategic goal for the Kenyan government. From this study, the top leadership and managers of relevant PBNGOs and NGOs in general can learn which strategies to adopt, which managerial issues to focus on like decision making to ensure improved performance in their respective organizations.

6.5.4 Implications on Methodology

Lenz (1980) put forth that any statistical association ought to be indirectly or directly occasioned by the other and further interactions ought to be explored. It therefore called for the need to look at study variables' operationalization in this study and test both their indirect and direct associations. To this end, the study adopted a non-linear conceptualization to test the hypothesized associations from the four stated research objectives. By so doing, the study explored both the indirect and direct associations among the study variables in tandem with the conceptual framework.

The present study design, descriptive cross-sectional survey, was developed to set the grounds for generalization of the results of the study. To this end, primary data collection instruments were adopted for the study. The research instrument was checked for reliability and validity. This was aimed at ensuring the data gathered would eliminate any errors and result in positive outcomes. Accordingly, there were wide-ranging results from study on the associations between the dependent variable, mediating and independent variables and their statistical significance. The basis has thus been established for replication based on this.

As the study involved a large sample, a drop and pick technique was deemed most appropriate as it would enable the researcher reach more respondents within a desirable time. This increased the chances of high response rate as the method allowed ample time for response in view of respondents' busy schedule. The analytical tool employed was largely regression analysis. Various statistical reports were obtained from the approach which guided the analysis on statistical significance to accept or fail to accept various hypotheses. It enabled drawing of inferences based on demonstrable empirical evidence.

6.6 Contribution to New Knowledge

To researchers and academicians, this research provides an understanding and insight of the organizational practices carried out by PBNGOs in Kenya to improve performance as well as how the various variables have influenced Organizational Performances thereof. In so doing, this contributes to the available frame of knowledge on Competitive Strategies, Managerial Autonomy, Decision Quality and organizational Performance of PBNGOs in Kenya.

The study makes an important contribution to the body of knowledge on strategic management in the non-profit sector. Findings have particularly shown that whereas Competitive Strategies widely used in the private sector are operationalized into three strategies that are generic in nature, namely differentiation, focus and overall cost leadership (Porter, 1980); Competitive Strategies employed in the non-profit sector and particularly PBNGOs can be operationalized into four strategies including outsourcing (Monyake *et al.,* 2019), strategic alliances (Andrevski, 2009; Buul & Omundi, 2017; Monyake *et al.,* 2019), joint ventures (Andrevski, 2009) and innovations (Parnell, 2011).

Competitive Strategies have been found in the study to have a moderate, favorable and significant impact on PBNGOs in Kenya's performance. Considering that Competitive Strategies were operationalized in the study using resources both internal (innovations) and external (outsourcing, strategic alliances and joint ventures) to the firm, the finding is groundbreaking as it both validates and complements RBV as advanced by Penrose (1959), Wernefelt (1984) and Barney (1991). The finding validates the RBV by reaffirming through the results, that resources internal to the firm, particularly innovations, significantly influence its competitive advantage and therefore performance. The finding also complements the RBV by establishing that in the non-profit sector, resources external to the firm including outsourcing, strategic alliances and joint ventures also influence its competitive advantage and therefore performance.

The study has also established that Managerial Autonomy does not have a substantial interactive effect on the link between Performance of organizations and tactics that are competitive among PBNGOs in Kenya. This is a notable contribution to the body of knowledge as it implies that whereas Managerial Autonomy is a precursor to Organizational Performance (Moynihan, 2015; Andrews *et al.,* 2016) in the private sector by giving managers the leeway to deploy Competitive Strategies that may be translated to superior Organizational Performance, the same is not true for PBNGOs. This is attributable to the funding model on which PBNGOs operate, which requires that project activities are predetermined prior to funding and therefore managers lack the leeway to alter them for superior Organizational Performance.

It would however be expected that in line with the agency theory (Jensen & Meckling, 1976), allowing PBNGO managers the autonomy to deploy the identified Competitive Strategies in their project implementation activities would translate to superior Organizational Performance. The finding thus contributes to the body of knowledge by contrasting extant related study findings albeit focusing on organizational contexts other than PBNGOs (Munyoki, 2015; Andrews *et al.,* 2016).

6.7 Limitation of the Study

The study was faced by a number of conceptual, contextual and methodological limitations in which measures were undertaken to reduce any consequential negative effect of the study results. The conceptual limitation was that the study examined three variables, namely Competitive Strategies, Managerial Autonomy and Decision Quality and evaluated how these variables affected organization Performance. Autonomy was limited to managerial although job and task autonomy are detailed in literature. Review of literature on strategic management indicated other factors that could be responsible for Performance of organizations although this study was limited to three variables.

The contextual limitation was that the study was conducted with reference to PBNGOs in the country. This, limits the generalization of the study findings to PBNGOs and the study findings may not applicable to other industrial and organizational contexts outside of the non-profit sector and PBNGOs in Kenya or rest of the world. This owes to operational differences as well as differences in measurement of the variables across industry.

The methodological limitation was that the study data was limited to primary data collected through use of a structured questionnaire. While myriad of authors and scientific research supports the appropriateness of use of questionnaires as data collection tool, the tool is faced by various challenges; key challenge being accuracy of the information obtained. The researcher encouraged the respondents to provide accurate information as possible and also introduced checker questions to identify any inconsistences.

A cross-sectional survey design was adopted in the study, which covers only one point in time and focusing on one respondent per organization. This limits the study as findings may not be generalized to larger populations. One issue that might have affected the response is that only managers who were well versed in the subject matter could respond giving a smaller pool of respondents. Further, the study did not consider environmental and social aspects as performance drivers, measures of sustainability and financial measures of performance, which may not give a holistic perspective on Organizational Performance. The above limitations did not however compromise the quality of the study.

6.8 Suggestions for Future Research

To address the conceptual limitation, it is suggested that further research examine the direct role of Managerial Autonomy on Organizational Performance in the Project Based NGOs in Kenya. Also, beyond being an intervening variable, future studies may also assess Decision Quality as an antecedent of Competitive Strategies among Project Based NGOs in Kenya. The study further suggests that efforts should also extend the scope of the research by incorporating important such contextual factors as the external environment (Pestel), and/or regulatory framework to the research model, which may assist in explaining some of the insignificant results of the study.

Informed by the contextual limitation, further study is recommended on Competitive Strategies, Managerial Autonomy, Decision Quality and Performance of organizations in other industrial contexts. This will be important in ensuring rich empirical evidence against which policy and practice decisions can be undertaken. Literature review noted a big deficit in available empirical studies focusing on not-for-profit organizations in spite of the importance of the institutions in social and economic wellbeing of any society. The present study further focused on PBNGOs, which may be contextually wide. It is therefore suggested that future studies narrow down to a particular sector in order to gain focus.

Informed by the methodological limitation, it is suggested that in the future, longitudinal studies ought to be conducted to test causal effects. The current research was conducted in a cross-sectional manner. Because continual learning is advised, a longitudinal study could reveal whether the findings change over time. Future studies could further reveal how Competitive Strategies affect performance as environmental changes take place over time and Project Based NGOs have to adjust to the changes in the business environment that could include an increasing regulatory framework, varying economic set ups, or changing donor levels.

One suggestion for future studies is to assess the barriers that hinder NGOs' commitment to resource constraint as to lack of human, financial and technological resources. Finally, beyond regression analyses, future studies could utilize different statistical techniques such as structural equation modeling (SEM) to test this study's propositions. This may provide a different understanding and insights of the association among the core study factors.

Future studies could also consider using multiple methodologies including qualitative and quantitative techniques in order to further strengthen and validate the existing research findings. It is also proposed that studies make use of many participants from every organization to facilitate data collection. Multiple responders may be chosen from diverse departments (advertising, accounting) and management levels, in order for the analysis to be extended to cover how staffs at various management levels and in separate departments vary with regard to the key variables evaluated in the investigation.

REFERENCES

Abbott, M. P. (2014). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology, 70,* 280–289.

Abdillah, W., & Mursalina, A. (2018). Moderating Role of Job Autonomy in the Relationship among Antecedents of Organizational Commitment: Empirical Study in Indonesia Social Security Administrator for Health. *Jurnal Dinamika Manajemen, 11*(2), 255-270.

Abdullah, N. N., & Anwar, G. (2021). An Empirical Analysis of Natural Gas as an Alternative Fuel for Internal Transportation. *International Journal of English Literature and Social Sciences*, *6*(1):1-11

Ahmed, S. Y., Ali, B. J., Top, C. (2021). Understanding the Impact of Trust, Perceived Risk, and Perceived Technology on the Online Shopping Intentions: Case Study in Kurdistan Region of Iraq. *Journal of Contemporary Issues in Business and Government,* 27(3), 2136-2153.

Aitikiya, R. (2015). *Effect of Competitive Strategies on the performance of Manufacturing Firms in Kenya*. Unpublished PhD Thesis, Jomo Kenyatta University of Agriculture and Technology.

Akhtar, D.M.I (2016). *Research Design*. New Delhi: Jamia Millia Islamia.

Akingbade, W. A. (2014). Competitive Strategies and improved performance of selected Nigeria telecommunication companies. *Journal of Entrepreneurship, Management and Innovation, 10*(4), 143-167.

Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Black Sea Journal of Management and Marketing*, 2(2), 42 - 64.

Aksoy, L., Cooil, B. & Lurie, N. (2017). Decision Quality Measures in Recommendation Agents Research. *Journal of Interactive Marketing,* 3(25), 110-122.

Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, *5*(2), 21–30.

Ali, B. J., Saleh, P. F., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, H. N., & Anwar, G. (2021). Impact of Service Quality on the Customer Satisfaction: Case

study at Online Meeting Platforms. *International journal of Engineering, Business and Management,* 5(2): 65-77

Amanze, J. N. (2015). *Demythologizing African conceptions of human sexuality: A gateway to prevention and eradication of HIV and AIDS in Africa.* Retrieved July 24, 2012, from INERELA: http://inerela.org/2010/07/demythologizing-african-conceptions-of-human-sexuality-a-gateway-to-prevention-and-eradication-of-hiv-and-aids-in-africa-prof-james-n-amanze/

Analoui, F. & Karami, A. (2003). Strategic Management in Small and Medium Enterprises, Thomson Learning, London.

Andersén, J. (2012). A resource-based taxonomy of manufacturing MSMEs. *International Journal of Entrepreneurial Behaviour & Research*, *18*(1), 98-122.

Andersen, O. S. (2014). Product differentiation: A tool of competitive advantage and optimal Organizational Performance (A Study of Unilever Nigeria Plc). *European Scientific Journal*, 9(34), 258-281.

Andrevski, G. (2009). Competitive Strategy, Alliance Networks, and Firm Performance. *University of Kentucky Doctoral Dissertations*. 710. https://uknowledge.uky.edu/gradschool_diss/710

Andrews, J., Boyne, A., & Walker, J. (2016). Faculty autonomy: Perspectives from Taiwan. *Higher Education*, *40*, 203-216.

Arasa, R. (2008). *Strategic planning, employee participation and firm performance in Kenya's insurance industry.* Unpublished PhD thesis. Nairobi: University of Nairobi.

Ariyawardana, A., (2008). Sources of Competitive Advantage and Tea Producers. *Journal of Management Research*, *8*(3), 162

Arvidson, M. & Linde, S. (2021). Control and autonomy: resource dependence relations and non-profit organizations. *Journal of Organizational Ethnography,* 10(2): 207-221

Ashley, L. E., & Orenstein, D., (2013). *Innovations in Public Health Law: Exploring New Strategies.* England: Prentice Hall

Asikhia, O. U. (2009). The Moderating Role of E-Marketing on the Consequences of Market Orientation in Nigerian Firms. *International Journal of Business and Information,* 4(2), 243-270.

Atikiya, R. (2015). *Effect of Competitive Strategies on the performance of Manufacturing Firms in Kenya* (Doctoral dissertation, JKUAT).

Aykan. E. & Akysoylu. S. (2013). Effects of Competitive Strategies and Strategic Management Techniques on Perceived Qualitative and Quantitative Performance of Medium and Large Size Business in Keyseri Turkey

Azim, S., Abdullah, H. H. & Gorondutse, A.H. (2017). Competitive Strategy and Firm Performance: A Review of Literature. *International Journal of Business and Technopreneurship,* (*7)1,* 87-92

Babbie, D. (2010). *Research in practice: Applied methods for the social sciences*. 2nd ed. Cape Town: University of Cape Town Press

Babbie, E. R. (1990). *Survey research methods*. England: Cambridge University Press.

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, *40*(1), 8-34.

Ballou, D. P. and Pazer, H. L. (2013). Modeling Data and Process Quality in Multi-input, Multi-output Information Systems. *Manage. Science*, 31(2), 150-162.

Baloh, P., Jha, S., & Awazu, Y. (2008). Building strategic partnerships for managing innovation outsourcing. *Strategic Outsourcing: An International Journal*, *1*(2), 100.

Baraza, D. N. & Arasa, R. (2017). Effects of Competitive Strategies on performance of manufacturing firms in Kenya. A Case Study of East Africa Breweries Limited. *International Journal of Economics, Commerce and Management*, 5(9), 311-328

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, *17*(1), 99-120.

Barney, J. B., & Clark, D. N. (2007). *Resource-based theory: Creating and sustaining competitive advantage*. Oxford University Press on Demand.

Baron, J., & Hershey, J. C. (2014). Outcome bias in decision evaluation. *Journal of Personality and Social Psychology,* 54, 569–579

Bartlett, C. A., & Goshal, S. (1996). Release the entrepreneurial hostages from your corporate hierarchy. *Strategy & Leadership*, *24*(4), 36-42.

Baum, R. & Wally, S. (2017). Strategic Decision Speed and Firm Performance. *Strategic Management Journal,* 24(11):1107 - 1129

Bengfort, M. (2015). A dynamical framework to understand performance trade-offs and interference in dual tasks. *Journal of Experimental Psychology: Human Perception and Performance, 27,* 1303–1313.

Bono, B. & Judge, J. D. (2013). *Public management strategies: Guidelines for managerial effectiveness.* San Francisco, CA: Jossey-Bass

Bosque, T. S. & Collado CP (2016). The psychological context of strategic decisions: A model and convergent experimental findings. *Strategic Management Journal, 10*: 59-74.

Bowers, J., Price, B., LaBarba, J., Cannon-Bowers, T., Borjesson, C. & Vogel, H. (2015). Investigating the influences of core self-evaluations, job autonomy, and intrinsic motivation on in-role job performance. *Human Resource Development Quarterly*, 21, 353-370

Brady, C., Judd, D. & Javian, B. (2015). Autonomy in the R&D lab. *Human Resource Management, 4*(2), 126–146.

Breaugh, J. A. (2012). The measurement of work autonomy. *Human Relations, 38,* 551–579.

Breaugh, M. & Becker, N. (2014). Task interdependence and job design: Test of a theory. *Organizational Behavior and Human Decision Processes, 31,* 145–172.

Bromiley, P. & Papenhausen, C. (2009). Assumptions of rationality and equilibrium in strategy research: The limits of traditional economic analysis. *Strategic Organization*, 1(1) 413-437.

Bryman, A. & Bell, E. (2007). *Business research strategies*. *Business research methods*. New York: Oxford University.

Burns, A. C., & Bush, R. F. (2008). Marketing research. *Globalization*, *1*(7), 76-93.

Buul, O.B. & Omundi, R. (2017). An analysis of Competitive Strategies and performance of small and medium enterprises in Kenya: A case of Nairobi central business district. *Journal of Business and Strategic Management,* 2(2), 72-94

Carneiro, J., Marreiros, M., Novais, P. Santos, R. (2017). Understanding Decision Quality through Satisfaction. *Psychology & Marketing*, 19(10), 861-879

Chege, J. N. (2016). Blurring boundaries: The integration of NGOs into governance in Kenya. *Governance*, *25*(2), 209-235.

Chengalur-Smith, L. &, Pazer, H. (2012). Decision complacency, consensus and consistency in the presence of data quality information. *PriK. Conf. Inform. Quality.* Cambridge, MA, 88-101

Chepkwony, K. C. (2016). *The role of Harambee in socio-economic development in Kenya: A case of the education sector*. Bologna: University of Bologna: http://www.phasi.org/public/harambee.pdf.

Choi, C. B., & Beamish, P. W. (2013). Resource complementarity and international joint venture performance in Korea. *Asia Pacific Journal of Management*, *30*(2), 561-576.

Cohen, B. & Ledford, H. J. (2014). Investigating the influences of core self-evaluations, job autonomy, and intrinsic motivation on in-role job performance. *Human Resource Development Quarterly,* 21, 353-370.

Collis, J., & Hussey, R. (2003). *Business Research, 2nd ed*. New York: Palgrave MacMillan.

Combs J. G., Ketchen D. J., Crook T. R. & Shook C. L. (2005*)*. The dimensionality of Organizational Performance and its implications for strategic management research. In Ketchen D. J. (Ed.), *Research Methodology in Strategy and management,* 2(1), 259–286.

Cooper, D. R. & Schindler, P. S. (2006). *Business Research Methods*. 9th Ed. New York: McGraw-Hill

Crane, M. (2017). The effects of task autonomy and task interest on goalsetting behavior and task performance. *Academy of Management Review,* 5 (10), 455-467.

Creswell, J. (2012) *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (4thed.). Upper Saddle River, NJ: Pearson Education

Dacko, S. G. & Sudharshan, D. (2009). Executives will find academic journals helpful. *Marketing News*, 30 (21), 10.

Dave, K. (2009). *Internet marketing: strategy, implementation and practice*. New York: Pearson Education.

David, J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, *27*(6), 625-641.

De Vos, A.S.; Strydom, H.; Fouché, C.B. and Delport, C.S.L. (2005). *Research at Grass Roots: For the Social Sciences and Human Service Professions*: 3rd edition. Pretoria: Van Schaik Publishers

Deci, E. L., & Ryan, R. M. (2010). *Self-determination*. New York: John Wiley & Sons, Inc.

DeFillippi, R. J. (2002). Organizational models for collaboration in the new economy. *People and Strategy*, *25*(4), 7.

Delano, V., Parnell, S. & Vance, R. (2014). Strategic Management in small metal job shops in Sweden and the U.S. *Engineering Management Journal,* 12 (2), 15-21

Delone, W.H. And. Mclean, E.R. (2012). Measuring E-Commerce Success: Applying the Delone and Mclean Information Systems Success Model', *International Journal of Electronic Commerce*, 9(1), 31–47.

Dempsey, L. (2003). Examining the validity of three methods of measuring pre-readers' knowledge of storybook events. *Child Language Teaching and Therapy*, *37*(2), 137-148.

Dess, P. M., & Davis, J. (2010). Entrepreneurial orientation and firm performance: The unique impact of innovativeness, proactiveness, and risk-taking. *Journal of small business & entrepreneurship*, *23*(1), 39-51.

Di Stefano, G., Peteraf, M., & Verona, G. (2010). Dynamic capabilities deconstructed: a bibliographic investigation into the origins, development, and future directions of the research domain. *Industrial and corporate change*, *19*(4), 1187-1204.

Diallo, A. & Thriller, D. (2004). The success dimensions of international development projects, trust and communication: An African perspective. *Journal of Business Management*, 12 (3), 131-166

Dicklich, S. (2016). Indigenous NGOs and Political Participation. In Hansen, B. H. & Twaddle, M. (Eds.), *Developing Uganda* (pp. 145–158.). Oxford: James Currey.

Dillard, R. A. (2012). Using data quality measures in decision-making algorithms. *IEEE Expert, 7*(6), 63-72.

Douma, M. U., Bilderbeek, J., Idenburg, P. J. & Looise, J. K. (2000). Strategic alliances: managing the dynamics of fit. *Long range planning*, *33*(4), 579-598.

Dude, D. (2016). *Organizational commitment of principals: The effects of job autonomy, empowerment, and distributive justice.* PhD (Doctor of Philosophy) thesis, University of Iowa

Edwards, M. (2007). Looking Back from 2046: Thoughts on the Eightieth Anniversary of an Institute for Revolutionary Social Science. *IDS Bulletin*, 38(No. 2) March

Eisenchardt, K. M. & Martin, J. A. (2000). Dynamic capabilities: what are they. *Strategic Management Journal,* 21(10/11), 1105-1121.

Ejimabo, N. O. (2013). The Influence of Decision-making in Organizational Leadership and Management Activities. *Journal of Entrepreneurship & Organization Management,* 4(2), 438-467

Elliot, A. (2021). *Strategies for Reducing Voluntary Turnover in the Nonprofit Sector*. Walden University

Eppler, D. M & Helfert, R. Y. (2014). Potholes in the Road to Information Quality, in: *Computer IEEE*, 30 (8), 38-46

Eriksson, P., & Kovalainen, A. (2008). *Qualitative Methods in Business Research, 1st Ed*. London: Sage Publications Ltd.

Farh, H. A., & Scott, R., L. (2015). Goal orientation, task difficulty, and task interest: A multilevel analysis. *Motivation and Emotion,* 30, 171-178.

Ferdinand, M., Netessine, S. & Shumsky, R. (2014). *Revenue management games: horizontal and vertical competition.* University of Pennsylvania, working paper

Finucane, M. L., Mertz, C. K., Slovic, P., & Schmidt, E. (2015). Task complexity and older adults' decision-making competence. *Psychology and Aging*, *20*(1), 71–84.

Fisher, G., Chengalur-Smith, L. & Ballou, P. (2013). *The impact of data quality tagging on decision complacency.* London: Cambridge

Folami, B. & Jacobs, G. (2015). The Joint Effect of Task Characteristics and Organizational Context on Job Performance: A Test Using SEM. *Journal of Business & Economics Research, 3* (7), 25-40

Fowler, A., & Rick, H. (2015). *Striking a Balance: A Guide to Enhancing the Effectiveness of NGOs in International Development*. London: Earthscan.

Freidson, J. F. (2013). Job control and job strain: A test of three models. *Journal of Occupational Health Psychology,* 2(3), 195-211

Gagne, M., & Deci, E. L. (2015). Self-determination theory and work motivation. *Journal of Organizational Behavior, 26*(4), 331-362.

Gall, A., Snape, D. & Spencer, L. (2007). The foundation of qualitative research. Ritchie, J. and Lewis, J. (eds.) *Qualitative Research Practice: A Guide for Social Science*

Gastwirth, D., Hussey, R. & Collis, J. (2009). *Business research: A practical guide for undergraduate and postgraduate students*. 3rd edition, New York, Palgrave Macmillan

Gathingu, T., Wasike, S. & Mote, P. (2022). Competitive Strategies and Performance of Selected Non-Governmental Organizations in Nairobi County, Kenya. *International Journal of Innovative Research & Development*, 11 (5): 13-33

Gay, L. R., Mills, G. E., & Airasian, P. (2009). *Educational research: Competencies for analysis and applications.* Columbus, OH: Merrill.

Ge M. & Helfert M. (2016). Assessing information quality in group decision-making, *7th IBIMA Conference Internet & Information Systems in the Digital Age,* Brescia, Italy.

Geisler, M. & Allwood, C.M. (2015). Competence and Quality in Real-Life Decision Making. *PLoS ONE* 10(11): e0142178. doi:10.1371/journal.pone.0142178

Ghauri & Gronhaug (2010). *Research methods in business studies.* Fourth edition. Essex: Pearson

Gikonyo, C. S. (2018). *Employee Engagement and Performance of Research and Training State Corporations in Kenya.* Unpublished PhD Thesis

Gil-Estallo, M. D. L. A., (2006). Benchmarking corporate social responsibility within Spanish companies. *International Advances in Economic Research*, 15(2), 207-225.

Gitau, B. N. (2013). *Strategies adopted by Kenyan insurance companies to alleviate low insurance penetration* (Doctoral dissertation, School of Business, University of Nairobi).

Giuri, P. & Luzzi, A. (2003). Patterns of growth of technology based SMEs in Europe. *Research Policy*, *36*(8), 1107-1127.

Glaholt, M. G., Wu, M-C., & Reingold, E. M. (2010). Evidence for top-down control of eye movements during visual decision-making. *Journal of Vision*, 10, 1–10

Glanz, J. (2012). *Finding your leadership style: A Guide for Educators. Association for Supervision and Curriculum Development,* Alexandria VA.

Gongera, K. (2007). *A tractor and labour based routine maintenance system for unpaved and rural roads, low-cost road surfacing project.* Working Paper no.5, William Davidson Institute

Gorsuch, R. L. (1983). *Factor analysis* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.

Greenhaus, F. Callanan, C. P. (2014). Autonomy: An important component for nurses' job satisfaction. *International Journal of Nursing Studies*, *38*(3*), 349-357*

Grunig, O. & Grunig, K. (2015). The effects of need for achievement and need for independence on the relationship between perceived job attributes and managerial satisfaction and performance. *International Journal of Psychology, 20*(2), 207–219.

Guest, D. E., Michie, J., Conway, N., & Sheehan, M. (2003). Human resource management and corporate performance in the UK. *British journal of industrial relations*, 41(2), 291-314.

Hackman, J. R. & Oldham, G. R. (2013). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16,* 250–279.

Hailey, J. (2000). Indicators of identity: NGOs and the strategic imperative of assessing core values. *Development in Practice*, *10*(3-4), 402-407.

Halaby, C. N., & Weakliem, D. L. (2016). Worker control and attachment to the firm. *American Journal of Sociology, 95(3), 549-591.*

Halaby, M. & Weakliem, K. (2015). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal, 29,* 727–753

Halila, F., & Rundquist, J. (2011). The development and market success of eco-innovations: A comparative study of eco-innovations and "other" innovations in Sweden. *European Journal of Innovation Management*, *14*(3), 278-302.

Halligan, B & Shah, D. (2010). *Inbound Marketing.* New Jersey. John Wiley & Sons, Inc., Hoboken,

Hambrick, D. C., Finkelstein, S., & Mooney, A. C. (2005). Executive job demands: New insights for explaining strategic decisions and leader behaviors. *Academy of Management Review*, *30*(3), 472-491.

Hamel, J. B., & Prahalad, D. N. (2007). Resource-based theory: Creating and sustaining competitive advantage. Hanss J. H. (2011). Business group affiliation, performance, context, and strategy: A meta-analysis. *Academy of Management Journal*, 54(3), 437-460.

Han J. K., Kim, N. & Srivastava, R. K. (2008). Market orientation and Organizational Performance: Is innovation a missing Link? *Journal of Marketing*, 6(2), 30-45.

Han, Y., & Hong, S. (2017). The impact of accountability on Organizational Performance in the US federal government: The moderating role of autonomy. *Review of Public Personnel Administration*, *39*(1), 3-23.

Harris, D. A., & Helfat, C. E. (2007). The board of directors as a social network: A new perspective. *Journal of Management Inquiry*, *16*(3), 228-237.

Harrison, A., & John, M. Y. (2014). Matching competitive strategy to performance: An exploratory investigation in the emerging economy of Bahrain. *Journal of Global Strategic Management,* 64-78

Harrison, E. F. (2009). A process perspective on strategic decision-making, *Management Decision*, 34 (1), 46 – 53.

Hayek, F.A. (2015). The use of knowledge in society. *American Economic Review*, 35 (4), 519–530.

Hedman, J., & Kalling, T. (2003). The business model concept: theoretical underpinnings and empirical illustrations. *European Journal of Information Systems*, *12*(1), 49-59.

Heinrich, C. J. (2012). Measuring public sector performance and effectiveness. *The SAGE handbook of public administration. Los Angeles: SAGE*, 32-49.

Helfat, E. & Peteraf, M. A. (2015). Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal,* 36(6), 831-850.

Helfat, G., Saunders, J. A. & Piercy, N. F. (2007). *Marketing Strategy and Competitive Positioning.* 3rd Ed. Harlow: Prentice-Hall.

Higgins, E. (2012). A Framework for Evaluating the Formation, Implementation, and Performance of Accountable Care Organizations. *Health Affairs*, 31(11): 2368-2378

Hitt, C. (2017). "No excuses" charter schools: A meta-analysis of the experimental evidence on student achievement. *Journal of School Choice*, *11*(2), 209-238.

Hobday, M. (2000). The Project Based organisation: an ideal form for managing complex products and systems? *Research Policy*, *29*(7), 871-893.

Hodges, R. & Mellet, H. (2003). Reporting PFI in annual accounts: a user's perspective. *Public Money and Management*, 24(3), 153-158.

Hodson, P. G. (2016). Personality, autonomy, and contextual performance of managers. *Human Performance*, *14*(3*), 231-245.*

Holloway, A. (2003). Disaster risk reduction in southern Africa: hot rhetoric—cold reality. *African Security Studies*, *12*(1), 29-38.

Hsu, L. & Wang, C. (2012). Clarifying the Effect of Intellectual Capital on Performance: The Mediating Role of Dynamic Capability, *British Journal of Management*, 6(10), 300-3656

Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2017). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology, 92(5), 1332-1356*

Hutcheson, G. D. & Sofroniou, N. (1999). *The multivariate social scientist.* London: Sage

Jafri, M.H. (2018). Moderating Role of Job Autonomy and Supervisor Support in Trait Emotional Intelligence and Employee Creativity Relationship. *Vision,* 22(3):253-263. doi:10.1177/0972262918785960

Jensen, K., & Meckling, S. (1976). Acknowledging the Individual in the Researcher, in Partington, D. (ed.) *Essential Skills for Management Research, 1st ed.* London: SAGE Publications Ltd., 84-98.

Jensen, M. C. (1983). Organization theory and methodology. *Accounting Review*, 319-339.

Johnson G., and Scholes, K. (2008). *Exploring Corporate Strategy*, England: Prentice Hall.

Johnson, B. and Onwuegbuzie A. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33 (7): 14-26

Johnson, G. & Devonish K. (2015). *Exploring Corporate Strategy* – Text and Cases, London: Prentice-Hall

Johnson, R.A., & Wichern, D. W. (2002). *Applied Multivariate Statistical Analysis. (5thed.)*. Upper Saddle River, NJ: Prentice Hall Inc.

Kago, Z. W., Gichunge, E. M. & Baimwera, B. (2018). Relationship between Competitive Strategies and Organizational Performance of petroleum companies in Kenya. *International Academic Journal of Human Resource and Business Administration, 3*(2), 407-429

Kaltoft, M., Cunich, M., Salkeld, G., & Dowie, J. (2014). Assessing Decision Quality in patient-centred care requires a preference-sensitive measure. *Journal of Health Services Research & Policy*, *19*(2), 110-117.

Kaltoft, M.K., Nielsen, J.B., Salkeld, G. & Dowie, J. 2014. Enhancing informatics competency under uncertainty at the point of decision: a knowing about knowing vision. In C. Lovis, ed. *e-Health - For Continuity of Care,* 192:879-883.

Kamalesh, L., Kim, L. & Lim, Y. (2012). Environment, generic strategies, and performance in a rapidly developing country: a taxonomic approach. *The Academy of Management Journal*, 31(4), 802 27.

Kanyingi, G. J. (2012). *Influence of Community Participatory Monitoring and Evaluation on Performance of Development Project: A case of Ewaso Ngi'ro North Development Authority, Isiolo County* (Unpublished master's project report). University of Nairobi, Nairobi.

Kaplan, J. A., & Beinhocker, E. C. (2017). The design and activation of self-regulating work groups. *Human Relations, 33,* 193–212

Karasek, R. M. (2011). Commitment and social organization: A study of commitment mechanisms in Utopian Communities. *American Sociological Review*, *33(4), 499-517.*

Kariuki, A. & Murimi, C. (2015) Employee Empowerment and Performance of organizationsof Tata Chemicals Magadi Ltd, Kenya. *European Journal of Business and Management,* 7(8), 190-200

Karnani, A. (2005). Generic Competitive Strategies: An analytical approach, *Strategic Management Journal*, 5 (4), 367- 380

Kathama, L. K. (2012). *Strategic planning practices and performance of state corporations in Kenya.* Unpublished MBA thesis. Nairobi: University of Nairobi.

Kaya, J. (2004) Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance, 22,* 375–403.

Keegan, A., & Turner, J. R. (2002). The management of innovation in Project Based firms. *Long Range Planning*, 35(4), 367-388.

Keller, K. & Staelin, R. (2011). Effects of quality and quantity of information on decision effectiveness, *Journal of Consumer Research*, 14, 200–213.

Kemp, S., Wall, D., Clegg, J. & Cordery, B. (2013). Influence of managerial behaviors and job autonomy on job satisfaction of industrial Salespersons. *Industrial Marketing Management*, *28*(1*),* 51-62.

Keren, S. & Bruin, W. (2013). *Aging and economic decision-making.* England: Wiley-Blackwell

Kett, M. A. (2015). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, *90*, 399-406.

Kettl, D. F., & Salamon, L. M. (2015). Managing Indirect Government. In *the Tools of Government: A Guide to the New Governance, 490–510*. New York: Oxford University Press.

Khaled, M. A. (2012). Differentiation and Organizational Performance: Empirical evidence from Jordanian companies. *J Economics*, 3(1): 7-11.

Khan, Nawaz, Aleem and Hamed (2015) Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. *African Journal of Business Management,* 6(7), 2697-2705

Kimama, F. M. (2011). *Challenges facing the implementation of hospital management information systems in hospitals in Nairobi* (Doctoral dissertation).

Klakegg, O. J. (2009). Pursuing relevance and sustainability Improvement strategies for major public projects. *International Journal of Managing Projects in Business,* 2(4): 499-518

Kothari, C. R. (2004). *Research methodology: Methods & techniques.* New Delhi: New Age International (P) Ltd

Kothari, G. B. (2014). *Designing qualitative research*. London: Sage publications.

Kraaijenbrink, J., Eisenhardt, K. M. & Brown, S. L. (2010). Time pacing: Competing in markets that won't stand still. *Harvard Business Review,* 76(2), 59-69

Kristjanson, K., Mango, N., Krishna, A., Radeny, M., & Johnson, N. (2016). Understanding Poverty Dynamics in Kenya. *Journal of International Development, 22*, 978–996

Krueger, J. I. (2014). Heuristic game theory. *Decision*, *1*(1), 59.

Kuada, J. & Buame, S. (2010). Social ties and resource leveraging strategies of small enterprises in Ghana. In O. J. Sorensen & Arnold, E. (Eds), *Proceedings of the 7th International Conference on Marketing and Development*. Legon, Ghana: University of Ghana, 425-439.

Kumar, R. (2011). *Research Methodology: A Step-by-Step Guide for Beginners (3rd e)*. Los Angeles: SAGE

Kwak Y.H. (2012). Project management process. *Target Journal: IEEE Transactions on Engineering Management, 25*, 273-291.

Laitila, T. (2018). The Role of Managerial Capabilities and Organisational Culture in Corporate Venturing: The Case of a Successful Corporate Spin-off.

Landroguez, P., Castro, T. & Cepeda-Carrión, P. (2011). Strategic Alliance Structuring: A Game Theoretic and Transaction Cost Examination of Interfirm Cooperation. *Academy of Management Journal* 36(4), 794-829.

Langfred, C. W., & Moye, N. A. (2014). Effects of task autonomy on performance: An extended model. *Journal of Basic and Applied Sciences and Research*, *3*(4), 544-552.

Langley, F., Mintzberg, V., Pitcher, W., Posad, A. & Saint-Macary, O. (2015). Enhancing Organizational Performance through strategic alignment of cost leadership strategy and competitor orientation. *Middle East Journal of Scientific Research*, 18 (10): 1411-1416.

Lapinski, H. (2014). Enhancing Organizational Performance through strategic alignment of cost leadership strategy and competitor orientation. *Middle East Journal of Scientific Research*, 18 (10): 1411-1416.

Lawton, T., Rajwani, T., & O'Kane, C. (2011). Strategic reorientation and business turnaround: the case of global legacy airlines. *Journal of Strategy and Management*, *4*(3), 215-237.

Leana, D. (2009). The framing of decisions and the psychology of choice. *Science*, *211*(4481), 453–458

Leavy, B. (1998). The concept of learning in the strategy field: review and outlook. *Management Learning*, *29*(4), 447-466.

Lee, M.D. & Dry, M.J. (2006). Decision-making and confidence given uncertain advice, *Cognitive Science*, 30 (6), 1081-95.

Lee, N., Wetschler, M., Chang, Y., Belkora, J., Moy, B., Partridge, A. & Sepucha, K. (2014). Measuring Decision Quality: psychometric evaluation of a new instrument for breast cancer chemotherapy. Medical Informatics and Decision-making, 14(73), 1-11

Lee, Y. W.; Strong, D. M.; Kahn, B. K.; Wang, R. Y. (2012). AIMQ: A methodology for information quality assessment. *Information & Management*, 40(2), 133–146.

Leiblein, M. J. (2003). The Choice of Organizational Governance Form and Performance: Predictions from Transaction Cost, Resource-based and Real Options Theories. *Journal of Management*, *29*: 937-961.

Lenfle, S. (2011). Special issue: Project history: International journal of project management. *International Journal of Project Management*, *29*(5), 491-493.

Letting, N. (2011). *Board of directors` attributes, strategic decision-making and corporate performance on firms listed on Nairobi stock exchange.* PhD Thesis, University of Nairobi.

Levy, T., & Pashler, P. R. (2015). The effects of autonomy on motivation and performance in the college classroom. *Contemporary Educational Psychology*, 21, 477-486.

Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice*, *16*(4), 473-475.

Li, G. L. (2007). *Hong Kong's trade patterns and trade elasticities.* Working Papers 0618 (Hong Kong: Hongkong Monetary Authority).

Lim, L., Yee, P., Yan, Y. & Lin, Y. (2014). The impact of organizational citizenship behavior, job autonomy and organizational resources on organizational commitment in private schools of Malaysia. *Employee Responsibilities and Rights Journal*, *6*(3*), 239-248*

Lindenberg (2001). Are We at the Cutting Edge or the Blunt Edge? Improving NGO Organizational Performance with Private and Public Sector Strategic Management Frameworks. *Non-profit Management and Leadership,* 11(3).

Lindenberg, M. (2001). Are we at the cutting edge or the blunt edge? Improving NGO Organizational Performance with private and public sector strategic management frameworks. *Non-profit Management and Leadership,* 11(3), 247-70.

Lioukas, S., Bourantas, D., & Papadakis, V. (1993). Managerial Autonomy of state-owned enterprises: Determining factors. *Organization Science*, *4*(4), 645-666.

Liu, D., Chen, X. P., & Yao, X. (2011). From autonomy to creativity: A multilevel investigation of the mediating role of harmonious passion. *Journal of Applied Psychology*, *96*(2), 294.

Lubelska, A. (1996). Strategic management challenges. In *Researching the Voluntary Sector Conference Paper, Manor House, Birmingham University, Barmingham*.

Luliya, T., Sununta, S., Yuosre, B., & Chotchai, C. (2015). Competitive Strategies and firm performance: the mediating role of performance measurement. *International Journal of Productivity and Performance Management*, 62(2), 168 – 184.

Mahapatro, B., (2010). From IT deployment capabilities to competitive advantage: An exploratory study in China. *Information Systems Frontiers*, *12*(3), 239-255.

Mahoney, J. T., & Pandian, J. R. (1992). The resource-based view within the conversation of strategic management. *Strategic Management Journal*, *13*(5), 363-380.

Maika, A. (2016). *Effects of inequality, family investment and early childhood interventions on children cognitive and socio-emotional wellbeing in Indonesia* (Doctoral dissertation).

Makina, I. & Oundo, J. (2018). Effect of Competitive Strategies on Performance of organizationsin Relation to Sugar Industry in Kenya. *Universal Journal of Management*, 8(5): 220-230

Marczyk, G.R., DeMatteo, D., & Festinger, D. (2004). *Essentials of research design and methodology*. Nairobi: John Wiley & Sons.

Masero, B. (2016). *Strategic Capability and Performance of Non-Governmental Organizations in Nairobi County, Kenya*. Unpublished Masters' Thesis, University of Nairobi

Matsunaga, M. (2010). How to Factor-Analyze Your Data Right: Do's, Don'ts, and How-To's. *International Journal of Psychological Research*, *3*(1), 97-110.

McKenzie, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.

Mehra, R. (2016). Women, empowerment, and economic development. *The Annals of the American Academy of Political and Social Science*, *554*, 136.

Meier, K., Andersen, S. C., O'Toole Jr, L. J., Favero, N., & Winter, S. C. (2015). Taking managerial context seriously: Public management and performance in US and Denmark schools. *International Public Management Journal*, *18*(1), 130-150.

Mellon. A. (1991). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, *14*(3), 179-191.

Mertens, B. (2010). *Research methods for social workers.* Boston: Allynand Bacon

Midler, C. (1995). "Projectification" of the firm: the renault case. *Scandinavian Journal of Management*, *11*(4), 363-375.

Milana, E. & Maldaon, I. (2015). Managerial Characteristics and Its Impact on Organizational Performance: Evidence from Syria. Verslas: Teorija ir praktika / Business: *Theory and Practice,* 16(2): 22–221

Miller, D., & Lee, J. (1994). The people make the process: commitment to employees, decision-making, and performance. *Journal of Management*, *27*(2), 163-189.

Mintzberg, H. (1976). The strategy concept I: Five Ps for strategy. *California Management Review*, *30*(1), 11-24.

Mkutano, S. & Sang, P. (2018). Project Management Practices and Performance of Non-Governmental Organizations Projects in Nairobi City County, Kenya. *International Academic Journal of Information Sciences and Project Management, 3*(3), 1-22

Mohammed. K & Aliqah A. (2012). Relationship between differentiation strategy and organization performance: *Journal of. Economics*, 3(1):7-11

Monyake, J. M., Setibi., G., Kuruba., G., Boy., R. & Mmereki, R. (2019). An Overview of Outsourcing and Strategic Alliances as an Effective Contemporary Business

Strategic Tools for Startups and Small Businesses in Botswana. *International Journal of Economics, Business and Management Research*, 3(12): 70-89

Moore, D., & Lowenstein, G. (2014). Self-interest, automaticity, and the psychology of conflict of interest. *Social Justice Research, 17*(2), 189-202

Morgeson, F. P., & Humphrey, S. E. (2008). *Job and team design: Toward a more integrative conceptualization of work design.* Australia: Emerald Group Publishing Limited.

Morgeson, S. P., Delaney-Klinger, B., & Hemingway, R. (2015). Factors predicting organizational commitment among nurses in state hospitals, Malaysia. *The International Medical Journal Malaysia. 10(2). 21-28.*

Moynihan, D., S. Pandey, and B. Wright. 2012. "Setting the Table: How Transformational Leadership Fosters Performance Information Use." *Journal of Public Administration Research and Theory* 22 (1): 143–164. doi:10.1093/jopart/mur024.

Mugenda, O.M., & Mugenda, A.G. (2003). *Research Methods; Quantitative and Qualitative Approaches.* Nairobi: African Centre for Technology Studies (ACTS) Press.

Mugo, K. F., Wario, G. & Odhiambo, R. (2014) Relationship between job characteristics and employee engagement among state corporations in Kenya. *International Journal of Innovative Research and Studies,* 3(5), 327-350

Muia, F. (2017). Effect of Competitive Strategies on the performance of insurance companies in Kenya, *Australian Journal of Business and Management Research,* 3 (7); 30-39

Mullins, M. (1999). Business performance in the UK hotel sector-does it pay to be market oriented? *Service Industries Journal*, *19*(3), 42-59.

Mumbua, T. A. (2013). The role of resource allocation on promotion of intrapreneurship in the small and medium manufacturing enterprises in Kenya. *Imperial Journal of Interdisciplinary Research*, *2*(10).

Mumford MD, Zaccaro SJ, Harding EA (2016). The leadership. *Quarterly Newsletter* 11: 155-170.

Munjuri, M. G. (2013). *Human capital, social capital, employee empowerment, quality of decisions and performance of commercial banks and insurance firms in Kenya*. Unpublished PhD Thesis, University of Nairobi

Munjuri, M.G. (2019). The Relationship Between Human Capital and Quality of Decisions Made by Commercial Banks and Insurance Firms in Kenya. *International Journal of Arts and Commerce*, 8(9), 74-86.

Munyoki, C. & K'Obonyo, P. O. (2015). The Joint Influence of Organizational Autonomy, Positioning and Competitive Strategies on Excellence of Kenyan state institutions, *International Journal of Humanities and Social Science, 10(1), 171-179*

Munyoki, C. (2015). *Competitive Strategies, Organizational Autonomy, Positioning and Excellence of Kenyan state institutions. Unpublish PhD Thesis, University of Nairobi*

Murage, D. (2011). *The Competitive Strategies in the petroleum industry*. Unpublished MBA Project, Kenya Methodist University

Muthoka, M. N., & Wario, G. (2014). Effects of strategic management drivers on Organizational Performance in the tourism sector in Kenya. *The Strategic Journal of Business & Change Management*, 761-774

Mwangi, E. W. & Ombui, K. (2013). Effects of Competitive Strategies on the performance of mission hospitals in Kenya. A case of Kijabe Mission Hospital. *International Journal of Science and Research, 2* (11), 14 – 19.

Mwangi, L. (2012). *Strategic Decision Speed and Firm Performance of the Two Major Firms in Photography Industry in Nairobi, Kenya*. Unpublished Masters' Thesis, University of Nairobi

Mwasi, J. K. (2012). Competitive Strategies Adopted by Nongovernmental Organizations (NGOs) to Enhance their Performance in Kitui County. Kenya. *Unpublished MBA Project University of Nairobi*.

Mwema, G.K. (2008). *A strategic model of Kenyan public corporation self-sustainability*, Unpublished PhD Thesis, University of Nairobi.

Nahrgang, C. A., & Morgeson, D. J. (2017). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of Occupational Health Psychology*, *11*(1), 100-118.

Najdenov, L. & Makhoul, T. (2015). Predictive Analytics – Examining the Effects on Decision-making in Organizations. *Information and organization,* 17(1), 2-26.

Namusonge, G. S. (2013). Factors that influence the Kenyan youth entrepreneurs towards the youth enterprise development fund: A case study of Gatundu South District, Kenya. *International journal of Education and Research*, *1*(5), 1-22.

Naqvi, Kanwal, Isthiaq and Ali (2013). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in Fast Food Sector of Pakistan. *International Journal of Business and Management,* 8 (17), 91-102

Negulescu, O. & Doval, E. (2014). The quality of decision-making process related to organizations' effectiveness. *Procedia Economics and Finance*, 15(1): 858 – 863

Newbert, S. L. (2008). Value, rareness, competitive advantage, and performance: a conceptual-level empirical investigation of the resource-based view of the firm. *Strategic Management Journal*, *29*(7), 745-768.

Njuguna, M. (2012). Competitive Strategies adopted by Safaricom Kenya Limited to tackle competition in formulation of policies and procedures that improved the productivity of the company. *Research of Management Development*, 22 (3), 483-526.

Norušis, M. J. (2003). *SPSS 12.0 Statistical Procedures Companion.* Chicago: Prentice Hall.

Noum, W.L. (2007). *Social research methods: Qualitative and quantitative approaches.* Boston: Allyn and Bacon Publishers.

Nunnally, J. (1978). *Psychometric methods.* New York: McGraw-Hill.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York, NY: McGraw-Hill

Nutt, J. (2014) The relationship between Competitive Strategies and product quality. *Industrial Management & Data Systems*, 107(1), 69 – 83

Nyanje, S. & Wanyoike, D. (2016). Analysis of Factors Affecting the Implementation of Non-Governmental Organization Projects In Nakuru County, Kenya. *International Journal of Economics, Commerce and Management,* 4(5), 851-870

O'Regan, N., Kluth, C. & Parnell, J. (2011). The demise of strategic groups as an influence on firm performance. Lessons from the UK plastic Industry. *Strategic Change.* 20, 111-26.

Ochanda, R. M. (2014). *The Local Development Dynamics of the Third Sector in Kenya: The Empowerment Dimension*. Unpublished PhD Thesis, University of Trento

OECD, (2015). The effect of the global financial crisis on OECD potential output. *OECD Journal: Economic Studies*, *2014*(1), 41-60.

OECD. Publishing. (2013). *Financial accountability at a glance 2013: OECD indicators*. France: OECD publishing.

Ogbonna, E. & Harris, L. (2013). Innovative organizational structures and performance: A case study of structural transformation to groovy community centers, *Journal of Organizational Change Management,* 16(5), 512-34.

Okal, L. D. (2006). *Competitive Strategies adopted by nongovernmental organizations dealing with HIV-AIDS in Kenya to cope with increased competition for funding*. Doctoral dissertation, University of Nairobi.

Olson, E.M. and Slater, S.F. (2015). The balanced scorecard, competitive strategy, and performance, Business Horizons, May-June, pp. 11-16.

Orton, R. M., & Weick, H. (2015). Task enjoyment: A mediator between achievement motives and performance. *Motivation and Emotion,* 23, 15-27.

Osman, D. I., & Moore, M. R. (2013). Intrinsic motivation and the process of learning: Beneficial effects of contextualization, personalization, and choice. *Journal of Educational Psychology,* 88, 4, 715-730.

Öztürk, Y., (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*, *23*(6), 784-802.

Parker, F., Wall, M. & Cordery, J. (2011). Justice, motivation, and performance beyond role requirements. *Employee Responsibilities and Rights Journal*, *6*(3*), 239-248.*

Parnell, J.A. (2018). Competitive Strategy and Performance in Mexico, Peru, and the United States. *Journal of Centrum Cathedra. 35*(4), 150-165.

Pashler, W. E. (2014). Effectiveness of goal setting as a management decision: Research Notes. Psychological Reports, 24, 752.
Deci, E. L., & Ryan, R. M. (2017). Intrinsic motivation and self-determination in human behavior. New York: Plenum Press

Pathak, E. L. & Das, R. M. (2016). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology, 53,* 1024–1037

Peace, D. M. & Robinson, L. A. R. (2007). The competitive advantage of business service firms: A matched pair's analysis of the relationship between generic strategy and performance. *The Service Industry Journal*, 13(1), 40-64.

Penrose, E. (1959). *The theory of the growth of the firm.* (3rd ed.). Oxford: Oxford University Press.

Perks, R., & Thomson, A. (Eds.). (2015). *The oral history reader*. Routledge.

Pertusa-Ortega, E. M., Molina-Azorin, J.F. & Claver-Corte's, E. (2015). Competitive Strategies and firm performance. A comparative analysis of pure, hybrid and stuck-in-the-middle strategies in Spanish firms, *British Journal of Management. 20,* 508-23.

Pesante, G., Williges, D. & Woldstad, F. (2013). Effect of choice on cognitive and affective engagement. *The Journal of Educational Research,* 96, 207-214.

Pil, F.K., & Leana, C. (2009). Applying organizational research to public school reform. The effects of Teacher human and social capital on student performance. *Academy of Management Journal,* 52(6) 1101-1124

Politi, O., Clark, S. & Ombao, A. N. (2014). *Small and medium enterprises in Nigeria (SMEs): Problem and prospect.* Being a Dissertation Submitted to St. Clement University in Partial Fulfillment of the Degree of Doctor of Philosophy in Management

Porter, M. (1995). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, New York: The Free Press

Porter, M.E. (1980). *Competitive strategy.* New York (M). The free press.

Priem, R. L., & Butler, J. E. (2001). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, *26*(1), 57-66.

Quinn, A., & Goold, M. (2007). *The collaborative enterprise*. London: Basic Books.

Ramaswamy, K., Veliyath, R., & Gomes, L. (2000). A study of the determinants of CEO compensation in India. *MIR: Management International Review*, 167-191.

Ramaswamy, S., Rowley, T. & Berman, S. L. (2000). A Brand-New Brand of Corporate Social Performance. *Business and Society Review*, 39 (4), 397-418.

Rausch, E. (2007). Leadership in management education and development: Criteria for Decision Qualitys, *European Business Review*, 19, (3), 257 – 268.

Razali, S. & Wah, V. (2011) Research methodology. Available at: http://arxiv.org/pdf/physics/0601009.pdf

Reeves, M., & Hurst, M. (2011). Adaptability: The new competitive advantage, *Harvard Business Review*. 3(10), (135-41).

Richard, B.F. (2009). Measuring Organizational Performance: towards methodological best practice. *Journal of Applied Business Research, 29(6), 1883.*

Richard, P.J., Devinney, T.M., Yip, G.S. & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. Journal of Management. 35(3), 718-804.

Rogers P. & Blenko M. (2012). The high-performance organization: making good decisions and making them happen. *Handbook of Business Strategy*, 7 (1), 133–142. Saunders, M. N., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project*. Pearson.

Roller, R.H. (2016). Strategy formulation in nonprofit social services organizations: a proposed framework. *Nonprofit Management & Leadership*, 7(2), 137-53.

Roodman, D. (2006). *Aid project proliferation and absorptive capacity. Research paper, UNU-WIDER.* United Nations

Rubinstein, M., Meyer, H. A., & Evans, R., L. (2013). Goal orientation, task difficulty, and task interest: A multilevel analysis. *Motivation and Emotion,* 30, 171-178.

Sabir, B. Y., Othman, B.J., Gardi, B., Ismael, N. B., Hamza, P. A., Sorguli, S., Aziz, H. M., Ahmed, S. A., Ali, B. J. & Anwar, G. (2021). Administrative Decentralization: The Transfer of Competency from the Ministry of Education to General Directorates. *International Journal of Rural Development, Environment and Health Research,* 5(3), 1–13.

Saleh, P. F., Ali, B. J., Akoi, S., Najmalddin, B., Ali, R. S., & Anwar, G. (2021). Factors affecting the Success of Female Entrepreneurs in Kurdistan. *International journal of Engineering, Business and Management (IJEBM)*, 5(1):1-21.

Saloner, G. (1991). Modelling, Game Theory and Strategic Management, *Strategic Management Journal,* 12.

Samuel T. Achie, Sule Yahaya Sado (2014). An evaluation of the role of Competitive Strategies in the development of small and medium scale enterprises in Nigeria (A case study of Kaduna State). *European Journal of Business and Management*, 6 (15), 2014

Santos, G., Marreiros, V., Ramos, P., Neves, B. & Bulas-Cruz, J. (2016) Authentic Leadership and Employee Voice Behavior: A Multi-Level Psychological Process. *Journal of Business Ethics,* 107: 349-361.

Saunders, M., Lewis, P. &Thornhill, A. (2007). *Research methods for business students,* 4th ed. Harlow: Prentice Hall, Pearson Education Limited.

Schminke, A., Cropanzano, J. & Rupp, J. (2012). Different strokes for different folks: How individual moderates the effects of situational factors on task interest. *Journal of Educational Psychology,* 99, 597-610

Senge, P. (1990). The fifth discipline: The art and science of the learning organization. *New York: Currency Doubleday*.

Shapiro, J. P. (2015) *Ethical leadership and decision-making in education: applying theoretical perspectives to complex dilemmas.* Lawrence, Mahwah

Sharma, A. (1997). Professional as agent: Knowledge asymmetry in agency exchange. *Academy of Management Review*, *22*(3), 758-798.

Sheng, M. L. (2017). A dynamic capabilities-based framework of organizational sensemaking through combinative capabilities towards exploratory and exploitative product innovation in turbulent environments. *Industrial Marketing Management*, *65*, 28-38.

Shiv, B., & Fedorikhin, A. (2012). Heart and mind in conflict: The interplay of affect and cognition in consumer decision-making. *Journal of Consumer Research, 26*(3), 278-292

Sidorowicz, J. (2007). *Strategic management: Concepts and cases*, 13th Ed. New York: McGraw-Hill.

Simpson, C. W. (2012). Outcomes of autonomous workgroups: A long-term field experiment. *Academy of Management Journal, 29,* 280–304

Sisodia, J. & Das, W. E. (2017). The experimental effects of "autonomy" on performance and self-reports of satisfaction. *Organizational Behavior and Human Decision Processes, 31*(2), 203–222.

Sorguli, S., Gardi, B., Othman, B.J., Aziz, H. M., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Ali, B. J., Anwar, G. (2021). Innovation: Knowledge Management in the Innovating Industries, 6(3), 10-23

Spector, P. E. (2012). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. *Human Relations*, *39*(11), 1005-1016.

Spyros, E. George, N. & Nikos, T. (2012). Wholesale provision of broadband services: Alternative pricing strategies and associated policies. *Info,* 14(3): 16 – 34

Stephen R., & Mitnick, B., (2013). Origin of the theory of agency: An account by one of the theory's originators. *Wiley Encyclopedia of Management*.

Stevens, J. (2002). *Applied multivariate statistics for the social sciences.* Mahwah. NJ: Lawrence Erlbaum Associates.

Stewart, G. P., & Barrick, L. M. (2017). The effects of holding goal difficulty constant on assigned and participatively set goals. *Academy of Management Journal*, 22, 163-168.

Strasser, P., Hunt, E., Paulsen, N., Tourish, D., & DiFonzo, N. (2004). Uncertainty during organizational change: Is it all about control? *European Journal of Work and Organizational Psychology*, *13*(3), 345-365.

Sunstein, C.R. & Thaler, R.H (2013). Libertarian paternalism is not an oxymoron. *University of Chicago Law Review*, 70 (Fall), 1159-99.

Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). *Using multivariate statistics* (Vol. 5, pp. 481-498). Boston, MA: Pearson.

Talim, S.R., Ali, B.J., Top, C. (2021). Elaborating the Antecedents of Purchase Intentions in Second-Hand Car Industry: Case Study in Kurdistan Region of Iraq. *Journal of Contemporary Issues in Business and Government,* 27(3), 1526-1547

Tashakkori, A., and C. Teddlie (2008). *Mixed Methodology: Combining Qualitative and Quantitative Approaches.* Thousand Oaks, CA: Sage Publications

Tedla, T. (2016). *The Impact of Organizational Culture on Corporate Performance.* Unpublished PhD Thesis, Walden University

Teece, D. & Gary P. (1997). The dynamic capabilities of firms: An Introduction. *Industrial and Corporate Change* 3(14), 537-556.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509-533.

Tehrani, M (2003). Competitive Strategies, strategic alliances and performance in international high-tech industries. Across-cultural study. *Journal of American Academy of Business,* 2(20, 610-617.

Temprado, T., Zanone, R., Monno, E. & Laurent, F. (2013). The nonlinear effects of job complexity and autonomy on job satisfaction, turnover, and psychological well-being. *Journal of Occupational Health Psychology,* 15, 237-251.

Thairu, R. (2014). *Analysis of implementation of NGO Projects in Nairobi County*. Unpublished MBA Project, University of Nairobi.

The National Board of NGOs, (2016). Accessed from *www.thengocouncilkenya.org/*

Therkildsen, H. P. (2009). The experience economy and the transformation of urban governance and planning. *European Planning Studies*, *17*(6), 925-941.

Thomas, G. F., Zolin, R., & Hartman, J. L. (2016). The central role of communication in developing trust and its effect on employee involvement. *Journal of Business Communication, 46*,287-310.

Thompson, A.A., Strickland, A.J., & Gamble J. E., (2010). *Crafting and executing strategy: The quest for competitive advantage: concepts and cases* (17th ed.). New York: McGraw-Hill/Irwin.

Tin, M. & Shu, P. (2009). What factors influence the positioning strategies in Voluntary Non-Profit Organizations? Towards a Conceptual Framework. *Local Governance*, 29(4), 288-323.

Tipuric, C. (2008). Reputation and corporate strategy: a review of recent theory and applications. *Strategic Management Journal*, 9(2), 443-454.

Top, C., & Ali, B. J. (2021). Customer satisfaction in online meeting platforms: Impact of efficiency, fulfillment, system availability, and privacy. *Amazonia Investiga*, *10*(38), 70–81

Trochim, W. M. (2006). Introduction to design. *Retrieved June 1*, 2010.

Turner, J. A., & Lawrenc, N. P. G. (2015). The effect of work dimensions and need for autonomy on nurses' work satisfaction and health. *Journal of Occupational and Organizational Psychology, 67,* 207–217.

Ugboro, I. O., & Obeng, K. (2014). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study", *Journal of Quality Management*, 5 (2), 247-72.

Umukoro, J. (2015). The relationship between Competitive Strategies and product quality. *Industrial Management & Data Systems*, 107(1), 69 – 83

Van de Walle, S. (2018). Explaining variation in perceived Managerial Autonomy and direct politicization in European public sectors. *International Review of Administrative Sciences,* 1-33

Van Essen, J. J. (2011). *Strategic Alliances: Theory and Evidence*. USA: Oxford University Press

Van Slyke, M. (2007). Fundamental theory of institutions: A lecture in honour of Leo Hurwiez. *Review of Economic Design,* 13, 59-75.

Venkatraman, N. & Ramanujam V. (2004). Measurement of business performance in strategy research: A comparison of approaches, *Academy of Management Review*, 11(4), 801-814.

Verhoest, K. (2004). Control by inputs, results or markets: the control of public organizations and their performance in the NPM. Testing the assumptions. *Paper presented at the IRSPMIV conference 26*.

Vickland, S & Nieuwenhuijs, I (2005). Critical Success Factors for Modernising Public Financial Management Information Systems in Bosnia and Herzegovina. *Public Administration Development*, 25, 95-105.

Wachira, L. & Kosimbei, G. (2016). Factors Affecting Financial Sustainability of Local NGOs in Kenya, Kiambu County. *The Electronic Journal of e-Government,* 3(4), 175-184.

Waiganjo, W. (2013). *Effect of Competitive Strategies on the Relationship between Strategic Human Resource Management and Firm Performance of Kenya's Corporate Organizations.* Unpublished PhD Thesis, Jomo Kenyatta University of Agriculture and Technology

Walker, G. (2014). *Modern Competitive Strategy*. New York: McGraw-Hill companies Inc.

Wanjiku, M. M. (2016). *Influence of Employee Empowerment on Organizational Commitment in Kenya Civil Service.* Unpublished PhD Thesis, Jomo Kenyatta University of Agriculture and Technology

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, *5*(2), 171-180.

White, R.E., (2004). Generic Business Strategies, Organizational Context and Performance: An Empirical Investigation. *Strategic Management Journal,* 7 (3) 443

Wickens. M. (2012). The role of goal acceptance in goal setting and task performance. *Academy of Management Journal,* 8, 454-463.

Wieder, B. & Ossimitz, M. (2015). The impact of Business Intelligence on the quality of decision-making – a mediation model. Procedia Computer Science, 64 (1): 1163 – 1171

World Bank, (2009). *Unholy trinity: the IMF, World Bank and WTO*. Zed Books Ltd.

World Banks' Independent Evaluation Group, (2015). *International Journal of Educational Development*, *40*, 9-18.

Yamin, S., Gunasekaran, A., & Mavondo, F.T, (2008). Relationship between generic strategies, competitive advantage and Organizational Performance: An empirical analysis. *Technovation* 1(9), 507-518

Yanney, J.P., Dennis, K.A. & Awuah, G.K., (2014). *The Effect of Business Strategy on Organizational Performance of Small-Medium Scale Enterprises in the Manufacturing Sector of Ghana, Munich, GRIN Verlag,* Retrieved from http://www.grin.com/en/e-book/294536/the-effect-of-business-strategy-on-organizational-performance-of-small-medium

Yasser, C., Fleitas, R., & Barquero, V. (2011). *Local Human Development Programme in Cuba. External Evaluation Report.* Havana: UNDP.

Yesilkagit, K. *&* Thiel, S. (2008). Political Influence and Bureaucratic Autonomy. P*ublic Organiz Rev*, 8:137–153

Yu, H., Shang, Y., Wang, N. & Ma, Z. (2017) The Mediating Effect of Decision Quality on Knowledge Management and Firm Performance for Chinese Entrepreneurs: An Empirical Study. *Sustainability*, 11(1): 1-15 doi:10.3390/su11133660

Yukl G, Lepsinger R (2005) Why integrating the leading and managing roles is essential for organizational effectiveness. *Organizational Dynamics,* 34: 361- 375.

Yukl, G. (2015). *Leadership in Organizations* (7thedn.) Prentice Hall.

Zaharia, P. (2013). Public administration and local autonomy – Public management theory approaches. *Economic Sciences,* 63(4), 114-123.

Zahra, S., Sapienza, H., & Davidson, P. (2016). Entrepreneurship and dynamic capabilities: A review, model and research agenda. *Journal of Management Studies* 43(4), 917-995

Zakari, M. Poku, E. & Owusu-Ansah, W. (2013). Organizational culture and organization performance: empirical evidences from the banking industry in Ghana. *International Journal of Business, Humanities and Technology* 3(1), 95-107.

Zehir, T. & Ozsahin, M. (2015). *Oligopolistic competition in an evolutionary environment: A computer simulation.* Research Report, Rome: University of Rome.

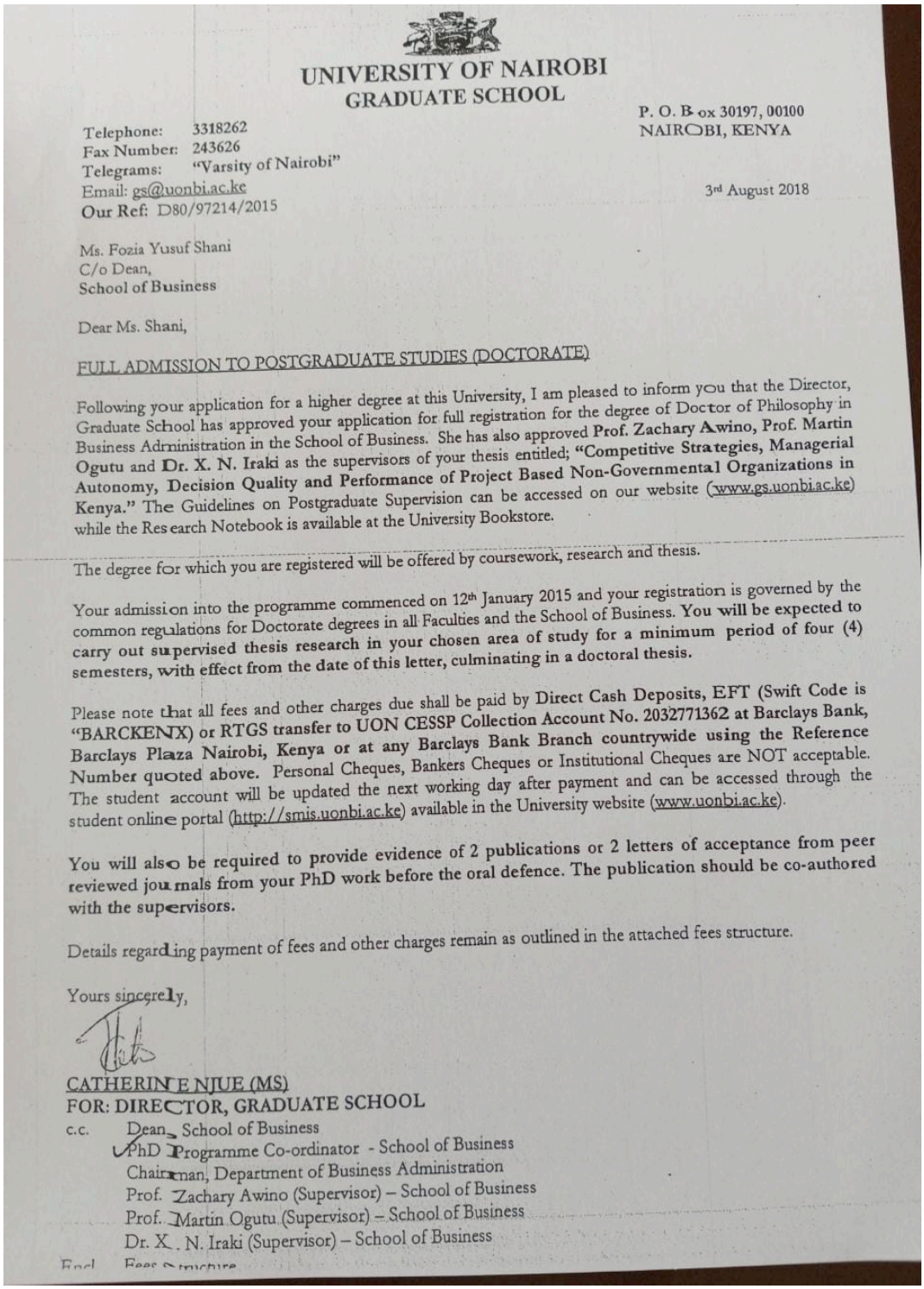
Zhang, T., Fouche, W. & Delport, L. (2011). *Research Methodology*. Cape Town: Oxford University Press

Zikmund, W.G. (2003). *Business Research Methods, 7thEd*, Ohio: South-Western.

Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, *13*(3), 339-351.

APPENDICES

Appendix I: Letter of Full Registration



UNIVERSITY OF NAIROBI
GRADUATE SCHOOL

P. O. Box 30197, 00100
NAIROBI, KENYA

Telephone: 3318262
Fax Number: 243626
Telegrams: "Varsity of Nairobi"
Email: gs@uonbi.ac.ke
Our Ref: D80/97214/2015

3rd August 2018

Ms. Fozia Yusuf Shani
C/o Dean,
School of Business

Dear Ms. Shani,

FULL ADMISSION TO POSTGRADUATE STUDIES (DOCTORATE)

Following your application for a higher degree at this University, I am pleased to inform you that the Director, Graduate School has approved your application for full registration for the degree of Doctor of Philosophy in Business Administration in the School of Business. She has also approved **Prof. Zachary Awino, Prof. Martin Ogutu** and **Dr. X. N. Iraki** as the supervisors of your thesis entitled; **"Competitive Strategies, Managerial Autonomy, Decision Quality and Performance of Project Based Non-Governmental Organizations in Kenya."** The Guidelines on Postgraduate Supervision can be accessed on our website (www.gs.uonbi.ac.ke) while the Research Notebook is available at the University Bookstore.

The degree for which you are registered will be offered by coursework, research and thesis.

Your admission into the programme commenced on 12th January 2015 and your registration is governed by the common regulations for Doctorate degrees in all Faculties and the School of Business. **You will be expected to carry out supervised thesis research in your chosen area of study for a minimum period of four (4) semesters, with effect from the date of this letter, culminating in a doctoral thesis.**

Please note that all fees and other charges due shall be paid by **Direct Cash Deposits, EFT (Swift Code is "BARCKENX) or RTGS transfer to UON CESSP Collection Account No. 2032771362 at Barclays Bank, Barclays Plaza Nairobi, Kenya or at any Barclays Bank Branch countrywide using the Reference Number quoted above.** Personal Cheques, Bankers Cheques or Institutional Cheques are NOT acceptable. The student account will be updated the next working day after payment and can be accessed through the student online portal (http://smis.uonbi.ac.ke) available in the University website (www.uonbi.ac.ke).

You will also be required to provide evidence of 2 publications or 2 letters of acceptance from peer reviewed journals from your PhD work before the oral defence. The publication should be co-authored with the supervisors.

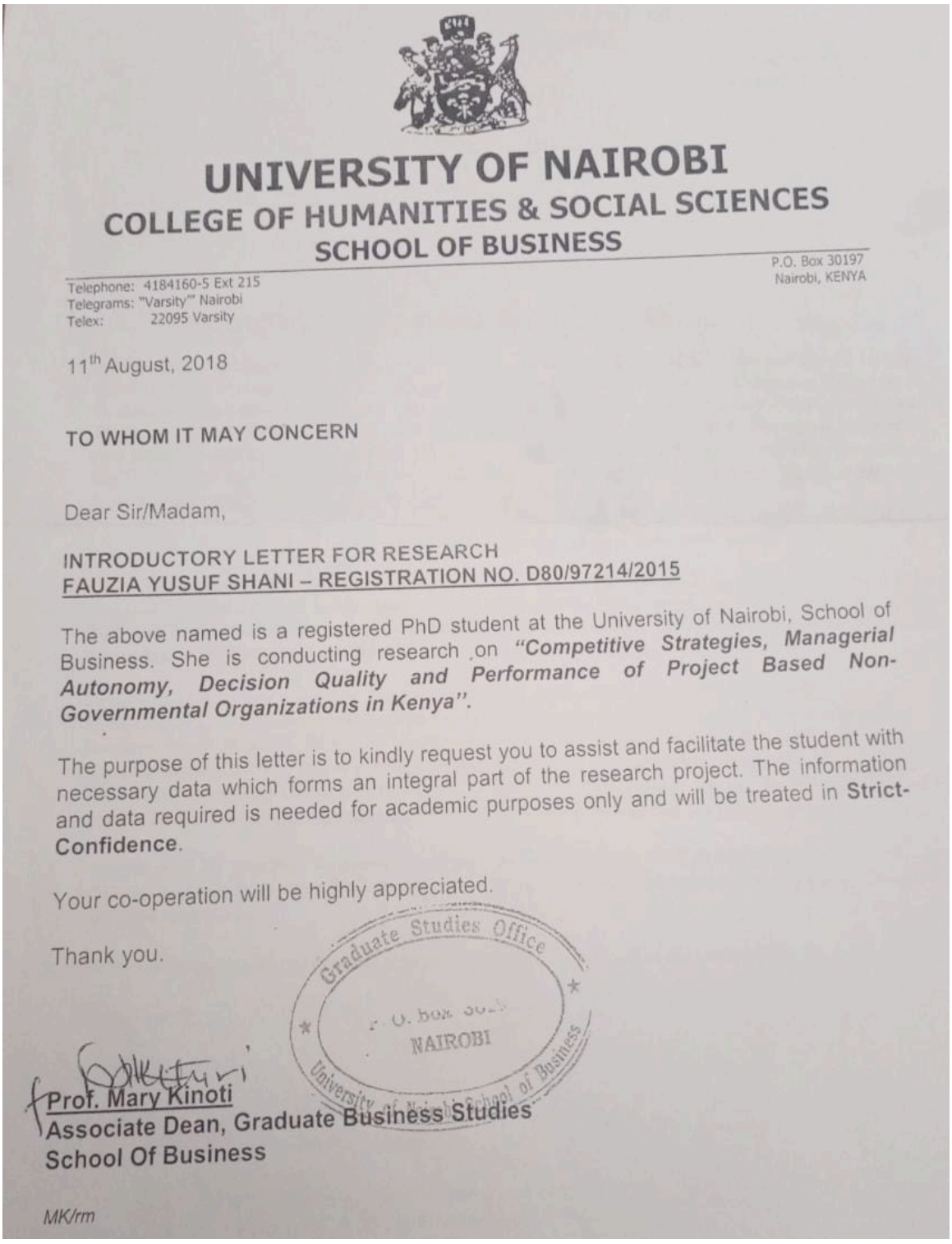
Details regarding payment of fees and other charges remain as outlined in the attached fees structure.

Yours sincerely,

CATHERINE NJUE (MS)
FOR: DIRECTOR, GRADUATE SCHOOL

c.c. Dean, School of Business
PhD Programme Co-ordinator - School of Business
Chairman, Department of Business Administration
Prof. Zachary Awino (Supervisor) – School of Business
Prof. Martin Ogutu (Supervisor) – School of Business
Dr. X. N. Iraki (Supervisor) – School of Business
Encl. Fees Structure

Appendix II: Institutional Letter of Introduction from the University of Nairobi



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

11th August, 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
FAUZIA YUSUF SHANI – REGISTRATION NO. D80/97214/2015

The above named is a registered PhD student at the University of Nairobi, School of Business. She is conducting research on ***"Competitive Strategies, Managerial Autonomy, Decision Quality and Performance of Project Based Non-Governmental Organizations in Kenya".***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.

Graduate Studies Office
P. O. Box 30197
NAIROBI
University of Nairobi School of Business

Prof. Mary Kinoti
Associate Dean, Graduate Business Studies
School Of Business

MK/rm

Source: University of Nairobi, 2018

Appendix III: Research Questionnaire

QUESTIONNAIRE

This questionnaire is designed to collect data from Project Based Non-Governmental Organizations in Kenya on Competitive Strategies, Managerial Autonomy, Decision Quality and Organizational Performance. The information will be kept strictly private and used only for academic purposes. We greatly appreciate your help in making the study possible.

PART A: BACKGROUND INFORMATION

1. For how long has your organization been in existence
   a) Less than 5 years [ ]
   b) 5 to 10 years [ ]
   c) 11 to 15 years [ ]
   d) 16 to 20 years [ ]
   e) Over 20 years [ ]
2. Please tick the appropriate Scope of your organization
   a. National (Only within Kenya) [ ]
   b. Regional (Only within East Africa) [ ]
   c. Continental (Only in Africa) [ ]
   d. Globe (Africa and other Continents) [ ]
3. Size of your organization in terms of Personnel (Please tick as appropriate).
   a. Between 1-100 [ ]
   b. Between 101-200 [ ]
   c. Between 201-300 [ ]
   d. Between 301-400 [ ]
   e. Over 401 [ ]

PART B: COMPETITIVE STRATEGIES

4.The following statements describe the influence of Competitive Strategies on Performance of Project Based Non-Governmental organizations in Kenya. To what extent are these applicable in your organization?

Key: 1 -"To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent".

S/NO	Competitive Strategies	1	2	3	4	5
	Outsourcing					
1	Our organization concentrates on core functions and mandate and outsource other activities for the betterment of projects in question					
2	Outsourcing has brought about competitive advantage for the projects in our organization					
3	Our organization has realized cost reduction for the projects as a result of outsourcing					
4	Outsourcing function in our organization mainly involves products and services geared at improving the projects undertaken					
5	Our organization outsource core competencies and capabilities to achieve project purpose					
6	The outsourced functions create projects value for our organization and stakeholders					
7	Outsourcing has brought about project operational efficiency within our organization					
	Strategic alliances					
1	Our organizations projects have gained dominance as a result of strategic alliances					
2	There is reduced projects rival in our organization due to strategic alliances					
3	Our organization has gained projects core competencies and capabilities from strategic alliances					
4	Our organization enjoy core resources for the projects arising from strategic alliances					
5	Organizations in strategic alliances create more value in each other's projects					
6	Our organization enjoys wider skills based in many organizations in a strategic alliance to improve the projects performance					
7	Our organization enjoys unique resources for the projects in a strategic alliance					
	Joint ventures					
1	Joint ventures have enhanced our project performance in our organization					
2	Joint ventures have been based on changes in project demand to					

	the stakeholders					
3	Forming joint venture in our organization has allowed ready access to knowledge and expertise for the projects improvement.					
4	The crucial information our organization has gained through joint ventures has enabled us to achieve the joint venture intended projects objectives.					
5	Our organization has reduced the projects expense costs through joint ventures.					
6	Joint ventures have accelerated learning pace for our organizations projects					
	Innovations					
1	Employees in our organization frequently come up with new ways of improving projects to suit the intended stakeholders					
2	Manager favors own original approaches to solving project problems					
3	The organization has developed new lines of project improvement in last five years					
4	Employees in our organization have great propensity to introduce new methods by following the leader in improving the project performance					
5	Our organization is often first to introduce new ways of project development					

PART C: MANAGERIAL AUTONOMY

1. The following statements describe the manifestations of Managerial Autonomy in Project Based Non-Governmental organizations in Kenya. To what extent are these applicable in your organization?

Where: 1 -"To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent".

S/NO	Managerial Autonomy	1	2	3	4	5
	Political Influence					
1	Our organization projects are affected by interest from various stakeholders					
2	Our organization projects are affected by government pronouncements on changes in NGOs policy from time to time					

3	Our organization projects are affected by the political stability of the country					
4	Our organization projects are affected by change of political regime					
5	Our organization projects are affected by devolved Government structure					
6	Our organization projects are affected by the country's overall political stability					
7	Our organization projects are affected by government's fiscal policies					
	Security of Tenure					
1	Our organization is self-sufficiency in project operation					
2	Our organization does not rely on other entities on its core decisions					
3	Our organization has gifted professional for projects continuity					
4	The managers in our organization are strengthened to acquire ability to maximize shareholders wealth for continuity					
5	Our organization has autonomy in project decision-making					
6	There are body of knowledge to support project long performance in our organization					
	Sponsorship					
1	There is increased external financing for the projects continuity and performance in our organization.					
2	Our organizational projects are stalled due to lack of funding					
3	Major partners and financiers believe in our organizational projects					
4	There has been adequate financial support in the implementation of our organizational projects.					
5	There are always many financiers and partners interested in financing of organizational projects.					
6	Our partners have contributed more funds towards implementation of organizational projects.					
7	Many organizational projects have stalled due to lack of adequate equipment and human capacity from sponsorship.					

PART D: DECISION QUALITY

1. The following statements describe the manifestations of Decision Quality among Project Based Non-Governmental organizations in Kenya. To what extent are these applicable in your organization?

Where 1 -"To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent".

S/NO	Decision quality	1	2	3	4	5
	Competencies of Decision Makers					
1	Our organization ensures adequate competencies of all stakeholders in decision-making process					
2	Decision makers in our organization are diverse in areas of specialization					
3	Before making strategic decisions, top management thoroughly considers all options					
4	The strategic plan guides strategic decisions					
5	After a thorough examination of all internal organizational issues, strategic decisions are made					
6	The progress of strategic decisions is monitored by top management					
7	Strategic decisions are made after careful analysis of the external environment					
8	The strategic proposals prepared by top management are ratified by other levels of management.					
	Decisions’ alignment with firm’ goals					
1	Decisions in our organization are geared towards value maximization					
2	Our firm decisions achieve the intended purpose					
3	The decisions made are geared towards objective execution framework					
4	The decisions in our organization provides short and Long-term direction towards achieving organizational goals					
5	Our decisions are well framed in achieving a common goal					
6	Diverse alternatives are in line with different organizational goals					
7	The goals to be achieved by the organization are aligned with each					

	objective decision					
	Inclusivity in the decision-making process					
1	The implementation of strategic decisions involves all departments					
2	The top management makes strategic judgments					
3	The executive makes use of information obtained from its customers when making decisions					
4	The executive makes use of information obtained from the Regulatory body when making decisions					
5	The executive makes use of information obtained from all its stakeholders when making decisions					
6	The executive makes use of information obtained from its employees when making decisions					
7.	When making strategic decisions, all departments' perspectives are taken into account					
8.	The views of all organizational stake holders are incorporated in the decisions					
	Desired effect of decisions					
1	In our organization decisions made have yielded key results					
2	Decisions in our organization have resulted to reliable information					
3	Major problems in line of management have been solved by quality of decisions					
4	Decisions have solved complex scenarios in key areas of performance					
5	Performance of our organization is dependent on key decisions made					

PART E: ORGANIZATIONAL PERFORMANCE

1. What is the average annual spending out of the total budget (in percentage) that is geared or dedicated to projects in the last three years? _____
2. What is the average number of projects that you have undertaking in the last three years? _____
3. How many awards have you received relating to the projects you have undertaken in the last five years? _____

4. Please indicate your level of agreement with the following statements that relate to performance of Project Based NGOs. Use a scale of 1-5 where 1= "Strongly disagree"; 2 = "Disagree"; 3 = "Neutral"; 4 = "Agree" and; 5 = "Strongly agree".

Performance aspects	1	2	3	4	5
Completion time					
1. The projects in our organization given completion timeframes					
2. The management in our organization ensures projects are completed as stipulated					
3. Time for completing the initiated projects is given upper hand in our organization					
4. Most of our projects are completed on time in our organization					
5. There are explanations of the involved stakeholders when projects delay as stipulated					
6. There is prior communication in the event that the projects would delay					
7. Completing projects on time is emphasized by the management in our organization					
Relevance/suits purpose					
1. The projects in our organization are in line with organization purpose					
2. All stakeholders in our organization are satisfied with the projects implemented					
3. The projects in our organization are well decided by major stakeholders					
4. The intended group of stakeholders are given priority in the initiated projects					
5. There is continuous monitoring and evaluation to determine suitability of the projects					
6. The projects implemented satisfies all stakeholders on equal measures					
7. Our organization have been applauded for the successful performance of the projects					
Sustainability					
1. Most of our projects are accepted by the intended stakeholders					
2. Most of our projects are within the period intended					
3. Our projects are funded adequately to achieve their goals					
4. Most of our projects do not fail at any given time					
5. We have witnessed projects failure in the past after completion					
6. Those projects that seem not to be sustained are closed down					
Budget Factor					
1. Our organization allocates adequate funding to the projects					
2. The projects in our organization are full supported by donor funding					

3. Most of our projects stall due to inadequate funding					
4. Before any project starts in our organization, proper budgeting is done					
5. No project in our organization starts without proper budgeting					
6. Our organization management communicates budget to stakeholders prior to initiating of any project					

Thank you for your participation…

Appendix IV: List of Project Based NGOs in Kenya

1 Action Africa Help Kenya
2 Action Centre For Rural Communities
3 Action for Research and Development Programme
4 Action for Social and Economic Progress
5 Africa Harvest Biotech Foundation International
6 Africa Outreach Rohi Programme
7 Africa Project Kenya
8 African Centre For Hope and Initiative Everywhere
9 African Community Development Centre
10 African Community Development Organization
11 African Development & Emergency Organization
12 African Development Solutions
13 African Institute for Development Policy (Afidep)
14 African Institute for Development Policy Research and Dialogue
15 African Institute for Health and Development
16 African Institute for Health and Development
17 African Network for Agriculture, Agroforestry and Natural Resources Education
18 African Youth and Community Organization
19 Ark of Social Development in Kenya
20 Attainable Development Foundation
21 Basic needs Basic rights Kenya
22 Bessa Integrated Development Programme
23 Bethany Intergrated Health Development Organization
24 Better Poverty Eradication Organization
25 Betterlife Community Empowerment and Development Centre
26 Bridges Community Development Centre
27 Bidii Development Programme
28 Bidii Integrated Resource Programme
29 Bidii Na Maarifa Development Programme
30 Bidii Women Development Centre
31 Bridge Africa-Agency for Development Concerns
32 Bridges Development Agency
33 Broad vision Progressive Organization
34 Cap Youth Empowerment Institute - Kenya
35 Cara Projects
36 Carolina For Kibera Organization
37 Cascade Development Organization
38 Catholic Fund for Overseas Development
39 Catholic Organization for Relief and Development
40 Centre For Community Law and Rural Development
41 Centre For Community Mobilization and Empowerment
42 Centre For Community Research and Development Programme
43 Centre For Education and Development Kenya
44 Centre For Environment Justice and Development

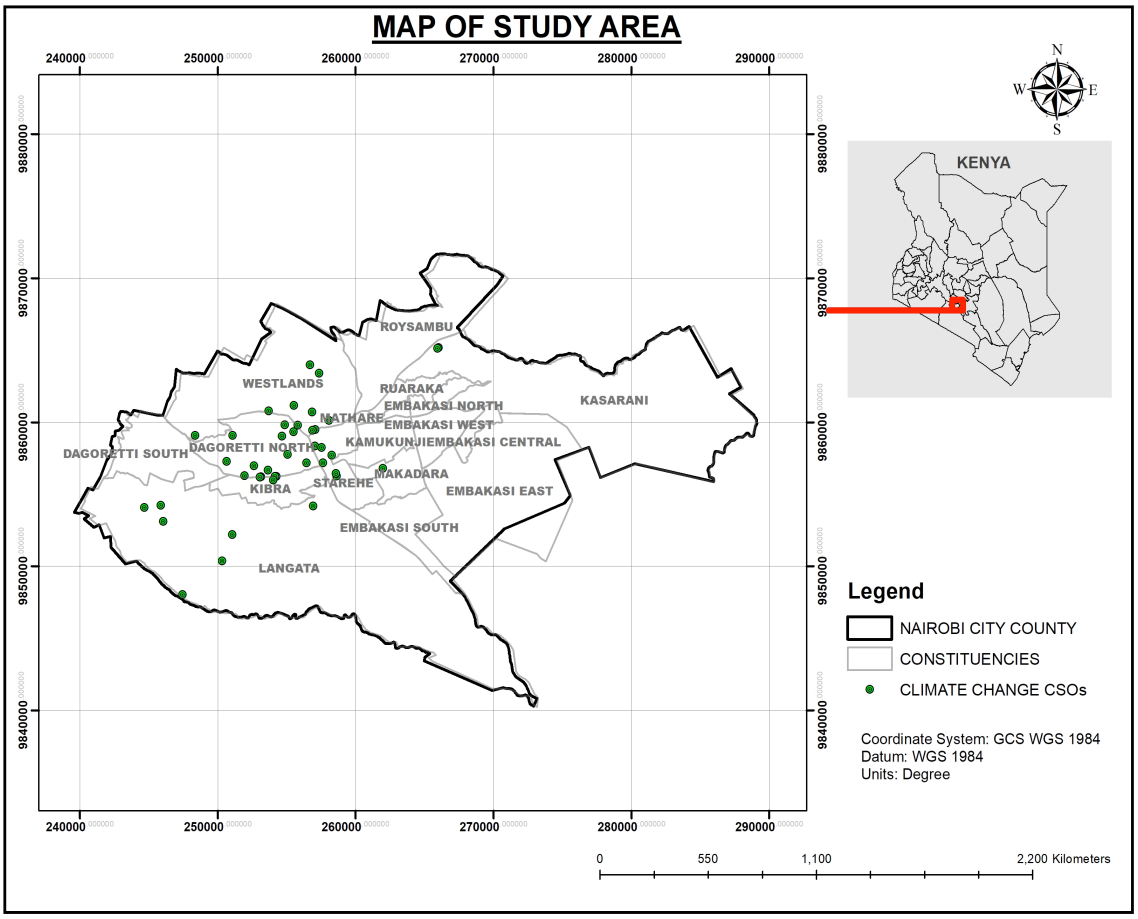
45 Centre for Global Health and Child Development Kenya
46 Centre for the Promotion of Life Skills Education
47 Change Mind Change Future
48 Childcare Worldwide Kenya
49 Community Breakthrough Support Mission
50 County Governance Watch
51 Cultural Video Foundation
52 Cuts- Centre for International Trade Economics and Environment
53 Desert-Oasis Residents Empowerment Programme
54 Development Concern
55 Digital Opportunity Trust Kenya
56 Doxa International Organization
57 Dupoto E Maa Olekujuado Pastoralists Development Organization
58 Ecological Agriculture Development Programme
59 Economic and Social Rights Centre - Hakijamii
60 Ekongo Development Organization
61 Embakasi Community Development Organization
62 Emerging Leaders
63 Eugene Angolo Charity Foundation
64 European Committee for Agricultural Training
65 Family Life Educators and Counselors (Falec)
66 Farm Africa
67 Focused Mission on Development Organization
68 Forum and Ideal Development Initiative (Faidi)
69 Forum for Agricultural Advisory Services-Kenya
70 Forum for International Co-Operation
71 Forum Syd Swedish Ngo Centre for Development Cooperation
72 Future Hope Community Development
73 Global Communities
74 Goezraal Springs Empowerment Foundation
75 Gusii Community Network (Guconet)
76 Hashash Weaver-Center for Women and Girls Education and Empowerment
77 Helping Hand for Relief and Development
78 Her Story Centre
79 Holistic Development and Relief International
80 I'm Worth Defending
81 Institute for African Development
82 Institute of Communication and Development International
83 Integrated Community Outreach Programme
84 Integrated Development Network
85 International Development Partners Kenya
86 International Youth Fellowship - Kenya
87 Karura Community Centre
88 Kenya Debt Relief Network
89 Kenya Integrated Agricultural Development Initiatives
90 Kito International (Kenya)

91 Lake Victoria Aids and Gender Development Organization
92 Link Africa Development Initiative
93 Lisha Mtoto Initiative
94 Maji Mazuri Centre International
95 Marginalized People Development Organisation
96 Mazingira Institute
97 Mission Food Security Organization
98 Moramati Foundation Network of Interveners for The Sustainable Development of Africa
99 National Christian Youth Network
100 National Organization of Peer Educators
101 Neema Empowerment Programme
102 Njabini Development Foundation
103 Oikocredit, Ecumenical Development Organization U.A.
104 Olive International
105 Organization for Youth in Environmental and Educational Affairs
106 Pact Inc
107 Pais Project Kenya
108 Pamoja Action Initiative
109 Pamoja Development Projects
110 Pamoja Women Development Programme
111 Peace-Keepers Organization of Kenya
112 Perimart International
113 Poverty Eradication and Life Empowerment Programme
114 Project of African Youth Empowerment
115 Rafiki Bora Initiative
116 Rafiki Multipliers of Information Initiative
117 Refugee Education Trust- Kenya
118 Rekebisho
119 Resource Conflict Institute
120 Resources Oriented Development Initiatives
121 Rural and Urban Community Initiative Support Organization
122 Rural Urban People Empowerment Programme
123 Rural Urban Progressive Empowerment Organization
124 Seeds of Peace Africa International
125 Sere Africa International
126 Sinapis Organization
127 Small Holder Irrigation Scheme Development Organization (Sisdo)
128 Social Advancement Institute in Kenya
129 Social Economic Mobilization Agency
130 Sports for Life Programme
131 Start with One Kenya
132 Strategic Community Development Network
133 Strategic Intervention for Poverty Alleviation in Kenya (Sipak)
134 Streets and Slums Integration Projects
135 Support Innovations for Peace and Education

136 Sustainable Development and Environment Network of Kenya
137 Tap Talent Kenya
138 Technoserve Kenya
139 The National Health Development Organisation
140 The Youth Congress
141 Trocaire
142 Tujikaze Humanitarian Programme
143 Tumaini Fund for Economic Development International
144 Tumaini Women Kenya
145 Tuwezeshe Empowerment Programme
146 Uhai Africa
147 Ungana Kenya
148 United Cultural Empowerment and Social Community Organization
149 United Welfare Development Programme
150 Uweza Foundation
151 Uwezo Awareness Organization
152 Values Interdevelopmental Network Techniques
153 Visionary Community Care Program
154 Wac Financial Services
155 Wale Wale Kenya
156 Wanene Women Empowerment Programme
157 Water and Development (Maji Na Ufanisi)
158 We Effect
159 Women Economic Mobilization Agency
160 Youth Agency for The Development of Science Technology and Innovations
161 Youth Ventures Initiatives

Source: The National Board of NGOs Kenya (2018)

Appendix V: Map of the Area of Research



Source: County Government of Nairobi

Appendix VI: Research License from NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **743593**

Date of Issue: **14/August/2018**

RESEARCH LICENSE

This is to Certify that Ms.. Fauzia Shani of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: COMPETITIVE STRATEGIES AND PERFORMANCE OF PROJECT BASED NON-GOVERNMENTAL ORGANIZATIONS IN KENYA for the period ending : 14/August/2019.

License No: **NACOSTI/P/19/390**

743593

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

NACOSTI, 2018

COMPETITIVE STRATEGIES, MANAGERIAL AUTONOMY, DECISION QUALITY AND PERFORMANCE OF PROJECT BASED NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

ORIGINALITY REPORT

6th December 2022

11%	10%	2%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	erepository.uonbi.ac.ke:8080 Internet Source	1%
2	www.coursehero.com Internet Source	1%
3	ir.mu.ac.ke:8080 Internet Source	1%
4	erepository.uonbi.ac.ke Internet Source	1%
5	hdl.handle.net Internet Source	<1%
6	ir.jkuat.ac.ke Internet Source	<1%
7	Submitted to University of Bolton Student Paper	<1%
8	Submitted to University of Leicester Student Paper	<1%

mafiadoc.com