

EFFECTS OF STRATEGIC ALIGNMENT ON THE PERFORMANCE OF NON GOVERNMENTAL ORGANIZATIONS IN NAKURU TOWN, KENYA

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Abstract

This study sought to establish the effect of strategic alignment of organization culture; structure; talent; and knowledge management systems on the performance of NGOs in Nakuru town in Kenya. The study employed a descriptive survey research design and a population of 83 NGOs was targeted. Using Yamane (1969) formula, a sample population of 69 NGOs was applied. Data was collected by use of questionnaire. Piloting of instrument was done in NGOs within Njoro town and an acceptable Cronbach's Alpha Coefficient of 0.822 was computed. Descriptive and inferential statistics were used in the analysis of the primary data gathered through the assistance of Statistical Package for Social Sciences Software. The study found that the relationship between strategic alignment of organization culture and performance of NGOs in Nakuru town was positive and significant ($\beta=0.120$; $p<0.05$). Strategic alignment of organization structure had a positive and significant relationship with the performance of NGOs in Nakuru town ($\beta=0.365$; $p<0.05$). Further the study established that strategic alignment of organization talent and NGO performance had a positive, weak and not significant relationship ($\beta=0.061$; $p>0.05$). The relationship between strategic alignment of organization knowledge management systems and performance of NGO was shown to be positive, weak and not significant ($\beta=0.041$; $p>0.05$). The model of the study was found to be significant ($R=0.721$). The study concluded that strategic alignment of organization structure, culture, talent and knowledge management systems has effect on organizational performance ($R^2=0.507$). It thus recommended that NGOs should be strategically aligned as regards their culture, structure, talent and knowledge management systems so as to have improved performance.

Keywords: Strategic Alignment, Organization Structure, Talent, Knowledge Management and Organization Performance.

I.INTRODUCTION

The work done by NGOs, as compared to governments, is viewed to be costing less but more effective. This implies that less money will be spent to achieve certain goals giving more value for the money more so when the poor are reached (Reimann, 2006). The work done by NGOs is being recognized more over the last few years. NGOs in Kenya are coordinated by The National Council of NGOs, which is an autonomous external organization comprising all listed NGOs. It was recognized in August 1993 under the Non-governmental Organizations Coordination Act, 1990 as a forum of all voluntary agencies. The NGO Council association comprises global, local and countrywide NGOs working in Kenya and functioning with a congregation of society supported institutes and groups (Njoroge, 2016). NGOs are formed for the purpose of meeting needs the civic arm of the nation or the business communities are not willing to commit to. NGOs will always undertake tasks that cannot be prolonged through the application of models used by for profit organizations and other tasks that have inadequate civic hold to make the government make any move (Muriithi, 2014). Lingle and Schiemann (1996) observed that when organizations are organic, and have their strategy supported by the organizational functions and the various units are made to work together effectiveness of the organization is improved. To achieve this effectiveness in performance there has to be an alignment of all the organization's entities. There is therefore, need for strategic alignment in NGOs for them to be termed as effective organizations (Sheehan & Stabell, 2007).

Business firms consist of numerous subgroups of workforce who have a common value system which might not match the principal value system which characterizes the corporate culture of the institution. Organization culture influences how the organization conducts its business and helps control, regulate and model behavior in the organization and as such it can then be a strategic tool for the success of organizations (Gerdhe, 2012).

Organization structure is perceived as that visual design for the arrangements and planes of power within the organization, most writers hypothesize that the structure of business firms ought to be planned in a manner that it aids the attainment of the corporation's business ambitions and intent. Further, organization structure is a necessary aspect of the organizational culture which is why it influences the behavior, performance, motivation and teamwork among the workforce (Koiyo & Arasa, 2016).

Knowledge management is delineated as the practice and procedure of regularly running all manner of information so as to accomplish the requirements and to utilize accessible and gained information for the latest prospects. The contemporary civilization is moving in the direction of knowledge society at a very swift speed, therefore knowledge is one of the definitive basis of competitive frame for the majority of the organizations. Every firm has its own competitive frame in one direction or more and knowledge could also be the competitive advantage for the organizations. Knowledge Management does not only facilitate the cooperation in the improvement procedure but in addition comprise identifying the openings between knowledge foundation and solutions for covering the openings. Above all knowledge management assists to prospering a knowledge-motivated culture which encourages innovation (Nawab, Nazir, Zahid, & Fawad, 2015).

In the twenty first century, talent management is promptly becoming an important aspect of all organizations in the world strategy which is implemented in almost all organizations throughout the world (Mangusho, Murei, and Nelima, 2015). Talent management has its basic purpose of improving the process of talent recruitment, selection, retention, and workforce improvement with an aim of meeting all existing challenges that the organization is facing and improving the performance of the organization through fulfilling the corporate need of the said organization (Ayub, Khan, & Baloch, 2015).

Business top management view strategic alignment as an important aspect that the managers have to deal with. This has been acknowledged since the late 1980s and continues to be seen as such to date (Croteau & Bergeron, 2001; Jouirou & Kalika, 2004). Given the current alignment perspective of the organizations majority of the empirical research investigated the effect of firm performance (Jouirou & Kalika, 2004).

Strategic alignment is necessary for any organization, including non- profit organizations. The rationale of the organization is defined by strategic alignment which also gives the processes of achieving the organization's function (Sheehan & Stabell, 2007). When the advantage of all stakeholders in an organization conform to the business strategy itself then the business is best aligned with respect to its common strategies, however alignment of the business could also be achieved through centering the organization's assets upon the common business policies (Sheehan & Stabell, 2007).

A study carried out at HSC in 2004 with a purpose of improving the performance of HSC established that lack of communication concerning strategy and its implementation led to only 25 percent of the strategy being successfully carried out. Putting a new leadership team that had the knowledge on the need of aligning the whole business entity about a general

policy enabled HSC to get on an all-inclusive program of change which would make it possible for the organization to attain its long term goals. Through this modifying program, organizational alignment was entrenched more deeply and productively which brought; fast assessment, additional useful reactions to short comings in performance, enhanced purposefully aligned ventures and extra precise projecting (Simon, Hatch, & Youell, 2008).

The results of the research by Jouriou and Kalika (2004) imply there is a strong relation linking performance of organizations and alignment of strategy. Further the study implied that when under taking a business task with an aim of achieving superior performance, an SME had to line up its company policy and managerial organization. It is therefore necessary for business organizations to aim at constructive associations connecting organization outcomes and alignment.

Lear (2012) while citing Labovitz and Rosansky (1997), observed that strategic alignment is an effective means of measuring efficiency of businesses. The authors maintained that with alignment managers at every level of the organization are able to introduce smart business strategy with total customer focus and at the same time improve the employees, and the business processes. Organizations with strategy and infrastructure alignment will be able to formulate business plans and have increased returns as well as increased efficiency. A study on high performing organizations in South Africa Lear (2012) established that when strategy, customers, processes and employees in an organization are strategically aligned then the organization is aligned.

A study on technology an strategy alignment in managing change at KPRL Bett (2013) observed that the strategy/technology fit greatly contributed to the organizational IT strategic bearing. The study further observed that strategy and technology powerfully aligned with administration of change at KPRL. KPRL being a capital concentrated firm that required checking on technological change could possibly explain the powerful alignment of strategy and technology.

In a study on the impact of strategic alignment as a source of performance at the Kenya Revenue Authority Manyasi (2012) established that when an organization's capital are aligned with the firm's goals, opportunities were created that led to attainment of organizational objectives and competitive advantage. The researcher further noted that organizations with clear objectives aiming at conveyance of superior services, supported by open systems, policies, and actions which support the attainment of such objectives were more efficient and cost-effective than processes with low alignment.

Strategic alignment contributes to strategy implementation with the articulate need to ensure that the strategy is well expressed. The objectives and goals to be attained need to be clear and spoken well to all to guarantee buy-in and taking of responsibility as relates to firm performance (Ambiyo, 2015). From the above perspectives, it is apparent that some association between strategic alignment and the outcomes of any given business entity exists. It is noted that a lot of research has been done on strategic alignment globally and regionally. However, the study on strategic alignment in NGOs has not been focused strongly.

II. RESEARCH OBJECTIVES

- i. To examine the effect of organizational culture alignment on the performance of NGOs in Nakuru town -Kenya;
- ii. To establish the effect of strategic alignment of organization structure on the performance of NGOs in Nakuru town- Kenya;

- iii. To examine the effect of strategic alignment of organization talent on the performance of NGOs in Nakuru town- Kenya; and
- iv. To establish the effect of strategic alignment of organization knowledge management systems on the performance of NGOs in Nakuru town -Kenya.

III.RESEARCH HYPOTHESIS

- i. Ho₁ Strategic alignment of organizational culture does not significantly affect the performance of NGOs in Nakuru town-Kenya.
- ii. Ho₂ Strategic alignment of organization structure does not significantly affect the performance of NGOs in Nakuru town- Kenya.
- iii. Ho₃ Strategic alignment of organization talent does not significantly affect the performance of NGOs in Nakuru town- Kenya.
- iv. Ho₄ Strategic alignment of organization knowledge management systems does not significantly affect the performance of NGOs in Nakuru town- Kenya.

IV.LITERATURE REVIEW

Strategic Alignment of Organizational Culture and Organization Performance

An empirical study carried out by Silvius, Smit, and Driessen (2010) on the correlation between organizational culture and the alignment of Business and IT with a purpose of adding to the knowledge on alignment challenge supported the view that there is a correlation between organizational culture and business information technology maturity. The study established strong indications of positive correlations between culture, expertise, authority, partnerships and communication. Further, results of the study indicated a strong leadership, a superior strategy and harmonization within the organization were the three critical aspects of organization culture that had to be strong for business information alignment maturity to be attained.

While studying the culture alignment of the “Pro Credit” bank in Albania, Gerdhe (2012) probed the value of the improvement and use of some procedures that increased the alignment of subcultures in this Albanian bank. The study centered on issues of alignment and applications that improved the alignment of subcultures. The study projected the level to which persons of both sex and different cohort subcultures supported or else objected to the culture’s scope. This study established that carrying out of strategy was encouraged by a positive culture which also encouraged organizational performance. The study viewed a positive culture as one where subcultures are aligned in a manner that the people working in the organization agree with and are supportive of similar set of organizational values.

The Denison’s Organizational Model was used in an empirical study in nine banks in Ghana by Poku, Owusu-Ansah and Zakari (2013), with a purpose of studying the relationship between organization culture and performance. Poku et al., (2013) confirmed the presence of a strong positive correlation linking organizational culture and organizational performance with most of the culture items presenting high to modest levels of relation with the organizational performance variables.

Locally an empirical study was carried out by Odhiambo, Kibera, & Musyoka (2015) in Microfinance Institutions with an aim of establishing the correlation among the organization’s culture and performance. This study established there was a considerable constructive association linking organization culture and performance. Further the study established a not so important interaction existed between organizational culture and industry competition. These implied then that organization performance was determined by

organizational culture and competition separately. The study concluded that organizations with constructive and positive outwardly leaning cultures are more prone to getting closer to consumers, collect market tendencies and react resolutely to competitive threats.

Strategic Alignment of Organizational Structure and Organizational Performance

Using a multivariate perception represented with structural questions Jouriou and Kalika (2004) carried out a research whose purpose was to establish whether the alignment of IT with strategy and organizational structure of an SME could have a significant effect on SME performance. 381 SMEs in varied sectors within France were studied. The results of this study showed that there was great progress in SME performance when there was alignment of IT with business strategy and organizational structure.

Within a public health-care organization (Laboratoriemedicin) in Sweden Zbirenko and Andersson (2014) carried out a qualitative study. They found that structure determined how useful operational procedures are and how competently they are performed. This implies that organization structure has a significant effect on the organization performance. The main objective of this study was to determine how organizational structure, leadership, and communication affect production and effectiveness of the public health-care organization. Semi-structured questions were used to conduct the research within Laboratoriemedicin.

An empirical study by Awino, Mutoria, and Oeba (2012) observed an affirmative association between performance and organizational structure. The data collected from the study showed that organizational structure accounted for 27% of the deviation within the interior procedures of large manufacturing firms in Kenya. The central purpose for this assessment was to establish the control of organizational structure over the performance of large manufacturing firms in Kenya. Using a cross-sectional survey research design data was collected from 102 large manufacturing firms. The chief executive officers of these firms together with the middle-level and top managers were the respondents of the study. The study concluded that singly organizational structure (using Return on Assets) does not control performance. An extra test done to test the effect of organizational structure on performance by non-monetary variables for instance internal procedures and perception of the consumers concluded that structure influenced the performance of large manufacturing firms in Kenya.

Strategic Alignment of Organization Talent and Organization Performance

A research study on talent management in Peshawar by Khan, Ayub, & Baloch (2013) showed that for the successful and competent performance of the organization talent strategy must be tightly aligned with business strategy. The study further established that talent alignment regards having the right people in the precise jobs that match their abilities. In this study it was also observed that when organizations centered attention on the categorization of talents, pursued the talent, shaped the capabilities of the staff, and used this capability correctly on the basis of strong loyalty and continuing association, the people performance improved and thus the organization performance (Khan et al., 2013).

In Port Harcourt, Rivers State Nigeria, Dapper, Enyindah and Lenu (2016) carried out an empirical research on how corporate performance is affected by talent management in chosen Microfinance Banks. To find out the influence of organization talent management on a corporation performance was taken to be the main purpose of this survey research. A structured five-point Likert scale questionnaire was used in the collection of primary data from 228 members of staff from 8 Microfinance Banks in River-State Nigeria. The study findings established that talent management had a considerable effect on the performance of

the eight Microfinance banks in River-State. This indicates then that talent management determines how an organization performs.

A descriptive research was done at Del Monte Kenya with a purpose of assessing the consequences of talent management on employee Performance within a Beverage Industry. This study by Mangusho, Murei & Nelima,(2015) used stratified sampling to sample 83 employees from a target population of 2,500 employees of Del Monte Kenya. The study specifically analyzed the effect of talent retention on employees' performance; the effect of talent attraction on employees' performance and the level to which knowledge and improvement of employees' affect their dedication to the organization and organization performance. The findings of this study showed that the employees of Del Monte were motivated by rewards and competitive salary packages. The study further found that employee competence was improved by attractive packages which inspired members of staff of Del Monte and by career management practices for example job rotation. Through improvement of employee competence Del Monte was able to attain high employee performance and hence high organization performance. Further, the study also ascertained that the organization was capable of developing its talent through career growth and development which directly affected employee performance and eventually organization performance.

Strategic Alignment of Organization Knowledge Management Systems and Organization Performance

A quantitative survey done by Hooper, Huff and Thirkell (2008) established that it is not just the alignment between information systems and the organization's strategy that counts but alignment might be measured and determined from the outlook of other key production systems. This study was on the effect of the alignment between information systems and marketing on 281 medium-large New Zealand companies. The study further established that information system-marketing alignment had a considerable supportive influence on both business performance and marketing performance and that marketing performance had a moderate but helpful influence on business performance.

Organization systems were defined in an empirical study carried out in Malaysia by Ismail, Rose, Uli, and Abdullah (2012) as business processes and procedures. This study was carried out on the manufacturers listed in the Federation of Malaysian Manufacturers directory 2008. The study examined the correlation between organizational capital and structures and their role in the attainment of firm's competitive advantage. The study found that organizational assets and structures definitely had a considerable positive and linear relationship. Information was gathered by structured questionnaire.

A research done in Jordan on the influence of information administration systems on the management of governmental institutes found that networks within the organization, individuals in the organization, procedures and management systems as a whole had a considerable effect on the governmental organizations' performance. The study purposed to determine the extent information systems in governmental organizations were used and to examine the how the management systems impacted on the employees' performance in government institutions. This study by Maal-Gharaibeh and Malkawi (2013) analyzed performance management in terms of aligning personal goals to organizational goals and supporting persons within the organization to maintain corporate core values. Performance management was also seen as providing openings for employees to recognize their own

objectives as well as improve their abilities and aptitudes. Maal-Gharaibeh and Malkawi (2013) concluded that the performance of governmental institutes was not controlled at all by hardware and software equipment for information systems.

The decisive success factors of knowledge management had a positive strong effect on the banking industry in Pakistan as they contributed towards the better and improved organization (Nawab, Nazir, Zahid & Fawad, 2015). HRM, IT, Managerial leadership, support, training and education were taken to be the decisive accomplishment parts of Knowledge management. The knowledge management processes which are Knowledge Creation, Knowledge organization, Knowledge storage, Knowledge sharing and Knowledge utilization have a considerable but not direct effect on the banking industry Nawab et al., (2015).

How institutionalized knowledge management was in industrialized endeavors in Kenya was assessed by Cheruiyot, Jagongo, & Owino (2012). This study purposed to determine the position of institutionalization of Knowledge Management in manufacturing enterprises in Kenya. The study by Cheruiyot et al., (2012) also examined aspects which affect institutionalization of knowledge management in the manufacturing area and examined challenges in the institutionalization of knowledge management in the manufacturing enterprise in Kenya. The study found that a majority of the respondents took knowledge management as a system for creating and making use of knowledge to enhance organizational performance and achieve strategic goals while others took knowledge management to be the generating, upholding, allocation and putting to use most of the accessible knowledge to improve organizational performance.

The study further, observed that though the managers acknowledged knowledge management as a significant organizational asset base, knowledge management policy had not yet been developed in most of the organizations. Cheruiyot et al., (2012) concluded that if organizations were to maintain their ability to participate competitively in the marketplace they had to merely not hold but also identify information as a central part of the organization that is fundamental to organizational performance.

V.RESEARCH METHODOLOGY

The study employed a descriptive survey research design. A population of 83 NGOs was considered. Using the formula by Yamane (1967) a sample population of 69 NGOs was applied. The principal data for the study was collected by use of questionnaires. Piloting of the questionnaire was done in NGOs within Njoro town. Internal consistency of the instrument was tested and the Cronbach's alpha coefficient established as 0.822. Descriptive analysis of results on the information given according to the questionnaire items on each of the five variables are given in tabular form. In each of the tables for the variables the frequency of those who strongly agreed, agreed, disagreed, strongly disagreed or were neutral on the various questionnaire statements are given together with the percentages and the data is discussed.

A correlation matrix was generated to give the regression breakdown for the variables of the study. This assisted in appreciating the change in the characteristic value of NGO performance whenever there was a change in the value of any single independent variable as the other three variables were maintained as fixed. The regression model is important as the analyzed data can be indiscriminately applied to the general population (Kothari, 2006).

The data was further analyzed and presented in form of inferential results. Correlation matrix showing the significance of the relationship between the independent variables and the dependent variable is presented. The coefficient of determination is shown through the model summary. The model summary also shows whether the relationship between the independent variables and the dependent variable is significant by use of the R-value. To determine the significance and co-linearity of each of the independent variables under study a regression table was prepared. This regression coefficients' table presented the tolerance values for culture, structure, talent and knowledge management systems alignment which were used to test the four hypothesis of the study.

VII. RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Results and Discussions

Through the use of frequencies and percentages a descriptive analysis of the findings on culture alignment, structure alignment, talent alignment, knowledge management alignment and NGO performance which are the five variables of this study is presented in this section.

Culture Alignment

Table 1 demonstrates the frequencies and percentages on the results on the views of respondents on NGO culture strategic alignment which were assessed using a Five-Point Likert Scale:

Table 1: Descriptive Statistics for Culture Alignment

		SD	D	N	A	SA	Chi-Square χ^2	P-Value
The organization culture allows for the formal and informal transmission of important information within the organization	% (Freq.)	0 (0)	1.9 (1)	38.5 (20)	44.2 (23)	15.4 (8)	152.35	0.000
There is a system of control in the organization	% (Freq.)	0 (0)	1.9 (1)	19.2 (10)	63.5 (33)	15.4 (8)	141.22	0.000
There is collaboration and cooperation among the employees in the organization	% (Freq.)	0 (0)	7.7 (4)	15.4 (8)	63.5 (33)	13.5 (7)	119.54	0.000
The employees care about the clients	% (Freq.)	0 (0)	0 (0)	17.3 (9)	57.7 (30)	25 (13)	73.32	0.000
There is a reward and incentive system in the organization	% (Freq.)	3.8 (2)	9.6 (5)	21.2 (11)	57.7 (30)	7.7 (4)	140.03	0.000
Employees are flexible and easily adapt to changes in the organization	% (Freq.)	0 (0)	13.5 (7)	32.7 (17)	42.3 (22)	11.5 (6)	107.64	0.000
There is a strategic direction in the organization	% (Freq.)	0 (0)	3.8 (2)	26.9 (14)	53.8 (28)	15.4 (8)	153.21	0.000

These results in Table 1 show highly moderate agreement with the propositions on culture alignment by all respondents in the different NGOs. Despite the high rate of agreement there were varying views regarding each of the statements on culture alignment.

The organization culture allows for formal and informal transmission of important information within the organization, 44.2% of the respondents agreed with this statement significantly ($\chi^2=152.35$; $p\leq 0.001$). These research findings show that a large proportion of the project managers consider the informal channels of current organization culture to be supportive of both formal and unofficial channels of information transmission.

The research findings indicate that 63.5% of the respondents significantly agreed, ($\chi^2=141.22$; $p\leq 0.001$) with the statement on existence of a system of control within the institutions. The results indicated collaboration and co-operation as high in the NGOs, 63.5% of the respondents agreed significantly ($\chi^2=119.54$; $p\leq 0.001$) that collaboration and cooperation exist among the employees in the organization. From these findings the researcher inferred that there is a strong indication of teamwork in the alignment of culture in the organization.

On the statement that employees care about the clients, 57.7% of the respondents agreed significantly ($\chi^2=73.32$; $p\leq 0.001$) with the statement on employees caring about the clients. Thus, there was a general consensus that the clients are important and the employees are concerned about them. These findings show commitment by the employees, which is essential for a strong organization culture which concurs with the observation by Sadri & Lees (2000). While analyzing cultures of Wal-Mart and South West Airlines Sadri and Lees (2000) concluded that the association between conduct and values of the employees would guarantee the development of integrity and dedication in organizations which ultimately influenced performance.

Majority of the respondents, 57.7% agreed significantly ($\chi^2=140.03$; $p\leq 0.001$) that there is a reward and incentive system in the organization. In addition, 42.3% of the respondents significantly ($\chi^2=107.64$; $p\leq 0.001$) agreed that employees are flexible and readily adjust to amendments within their organizations. About existence of strategic direction in the organization 53.8% of the respondents significantly ($\chi^2=153.21$; $p\leq 0.001$) agreed with the statement.

The above results imply that within the NGOs there were certain values that the employees upheld and there was teamwork which is important for organization performance, this agrees with (Gulzar, Iqbal & Shahzad, 2013). In a study at selected software houses in Pakistan the three observed that culture of organizations has a substantial assenting effect on job outcome, and that workers' contribution was of utmost importance in the achievement of organizational goals.

Strategic Alignment of Organization Structure

A summary of the views on structure strategic alignment which was assessed through seven statements is presented on Table 2:

Table 2: Descriptive Statistics on Structure Alignment

STATEMENT		SD	D	N	A	SA	Chi-square χ^2	P-Value
The organization's structure design helps to achieve the strategy of the organization.	% (Freq.)	0 (0)	3.8 (2)	28.8 (15)	51.9 (27)	15.4 (8)	156.00	0.000
The organization structure allows for information flow within the project teams.	% (Freq.)	0 (0)	3.8 (2)	19.2 (10)	65.4 (34)	11.5 (6)	149.69	0.000
Responsibilities and accountabilities are precisely communicated and clearly understood by all the team members.	% (Freq.)	0 (0)	3.8 (2)	23.1 (12)	57.7 (30)	15.4 (8)	156.00	0.000
The management within the organization provides direction for strategic alignment.	% (Freq.)	0 (0)	0 (0)	11.5 (6)	76.9 (40)	11.5 (6)	74.52	0.000
There are clear decision-making channels in the organization.	% (Freq.)	0 (0)	3.8 (2)	34.6 (18)	50.0 (26)	11.5 (6)	135.11	0.000
The organization structure provides for all the team members to be involved in the process of decision making.	% (Freq.)	1.9 (1)	9.6 (5)	40.4 (21)	40.4 (21)	7.7 (4)	133.55	0.000
The reporting relationships are appropriate for the achievement of organization goals.	% (Freq.)	0 (0)	1.9 (1)	28.8 (15)	51.9 (27)	17.3 (9)	153.34	0.000

The finding from Table 2 show that 51.9% of the respondents significantly ($\chi^2=156.00$; $p \leq 0.001$) agreed with the statement that the structure design within their NGOs helped to achieve the strategy of the organization. 65.4% of the respondents agreed significantly ($\chi^2=149.69$; $p \leq 0.001$) that their organization structure allows for information flow within the project teams. On the statement that responsibilities and accountabilities are precisely communicated and clearly understood by all the team members. 57.7% of the respondents agreed significantly ($\chi^2= 156.00$; $p \leq 0.001$).

The study findings indicate that 76.9% of the respondents significantly ($\chi^2=74.52$; $p \leq 0.001$) agreed with the statement that the management within the organization provides direction for strategic alignment. From the level of agreement by the respondents, the researcher found there to be a clear indication of organization structures within the NGOs in Nakuru town that allowed for clear communication by the management.

On the statement there are clear decision-making channels in the organization, 50% of the respondent agreed significantly ($\chi^2=135.11$; $p \leq 0.001$) that the decision-making channels are clear. On the statement; the organization structure provides for all the team members to be involved in the process of decision making 40.4% of the respondents were in agreement significantly ($\chi^2=133.55$; $p \leq 0.001$) with the statement. These findings would imply that in a moderate number of the surveyed NGOs the organization structure enabled employee involvement in decision making. Kuyea and Sulaimon (2011) observed that giving employees a chance of sharing their knowledge and propositions in decision making, increased firms' performance. This was as a result of allowing optimum viewpoints and a multiplicity of perceptions leading to quality decisions.

51.9% of the respondents significantly ($\chi^2=153.34$; $p \leq 0.001$) agreed with the statement that reporting relationships are appropriate for the achievement of organization goals. This implied that within most of the NGOs surveyed the attainment of organizational goals was encouraged through having reporting structures that were appropriate for efficient organization performance. These findings show proper organization structure in most of the NGOs in Nakuru town which is critical determinant of organization performance. This concurs with an observation made in a study by Corkindale (2011); he concluded that for high organization performance there had to be a good enough structure that allowed good transmission of information. The study by Corkindale (2011) found that a poor organization structure led to contradictions within the organization, poor communication of ideas, delayed decision making which ultimately led to uncalled for intricacy and strain among the management.

Strategic Alignment of Organizational Talent

The views on strategic alignment of organizational talent were assessed through seven statements which are summed up in Table 3.

The findings on Table 3 indicate that 40.4% of the respondents significantly ($\chi^2=156.35$; $p \leq 0.001$) agreed with the statement that, the organization attracts potential employees who best fit in with the strategy of the organization. On the organization selects potential employees who will best fit in with the strategy of the organization, 42.3% of the respondents significantly ($\chi^2=150.75$; $p \leq 0.001$) agreed with this statement. 50% of the respondents agreed significantly ($\chi^2=156.54$; $p \leq 0.001$) that the organization recruits potential employees who will best fit in with the strategy of the organization. From the responses on attraction, selection and recruitment of employees it is observed that a moderate number of the NGOs surveyed employed workers who fitted in with the NGO strategy which is observed to be an important determinant of organization performance. This is as observed in a study by Khan et al., (2013) who observed that a suitable talent is required for each organization's strategy achievement. They further observed that when employing an organization had to have the end in mind since talent policy had to be strongly aligned with corporate strategy.

The findings show that 53.8% of the respondents agreed significantly ($\chi^2=147.88$; $p \leq 0.001$) with the statement that the organization provides opportunities for employees to learn and develop. This meant that in a large number of the NGOs employee development was embraced. This concurs with Kuyea and Sulaimon (2011) who in their study observed the need for opening opportunities for learning and development of employees. They noted that giving employees a chance to learn and develop worked as a motivator thus improving work performance in the organization.

Table 3: Descriptive Statistics for Organization Talent Alignment

			SD %	D %	N %	A %	SA %	Chi-Square χ^2	P-Value
STATEMENT									
The Organization attracts potential employees who will best fit in with the strategy of the organization.	% (Freq.)	0 (0)	1.9 (1)	42.3 (22)	40.4 (21)	15.4 (8)	156.35	0.000	
The Organization selects potential employees who will best fit in with the strategy of the organization.	% (Freq.)	0 (0)	3.8 (2)	34.6 (18)	42.3 (22)	19.2 (10)	150.75	0.000	
The Organization recruits potential employees who will best fit in with the strategy of the organization.	% (Freq.)	0 (0)	3.8 (2)	28.8 (15)	50.0 (26)	17.3 (9)	156.54	0.000	
The organization provides opportunities for employees to learn and develop	% (Freq.)	0 (0)	3.8 (2)	28.8 (15)	53.8 (28)	13.5 (7)	147.88	0.000	
Promotions in the organization are based on strategic merit.	% (Freq.)	0 (0)	13.5 (7)	36.5 (19)	44.2 (23)	5.8 (3)	80.89	0.000	
Evaluations in the organization are based on achievement of strategic objectives	% (Freq.)	1.9 (1)	3.8 (2)	17.3 (9)	67.3 (35)	9.6 (5)	173.83	0.000	

On the statement promotions in the organization are based on strategic merit, 44.2% of the respondents significantly ($\chi^2=80.89$; $p \leq 0.001$) agreed with the statement. The study found out that 67.3% of the respondent agreed significantly ($\chi^2=173.83$; $p \leq 0.001$) that evaluations in the organization were based on achievement of strategic objectives. These findings indicate that in about half of the NGOs studied promotion was based on employee performance and evaluation was done on strategic goal achievement, both of which are important aspects of talent management. Thus there is management of talent in the NGOs which is a strong determinant of organization performance as observed by Dapper et al., (2016) in his study he established there was a very strong relationship between talent management and organization production. He further concluded that organizations can expand their effectiveness by influencing talent management as a strategic resource.

Strategic Alignment of Knowledge Management Systems

The findings on knowledge management systems strategic alignment for NGOs in Nakuru town are given in this section. Table 4 shows a summary of the results.

Table 4 indicates that in most of the NGOs in Nakuru town organization's knowledge is managed through the information systems. On the statement; the information systems in the organization help to manage the organization's knowledge, 50% of the respondents significantly ($\chi^2=75.22$; $p \leq 0.001$) agreed with the statement. The findings show that 44.2% of the respondents agreed significantly ($\chi^2=110.29$; $p \leq 0.001$) with the statement; employees engage in the sharing of knowledge as they are motivated to do so by the organization.

Table 4: Descriptive Statistics on Knowledge Management Systems

STATEMENT		SD	D	N	A	SA	Chi-Square χ^2	P-Value
The information systems in the organization help to manage the organization's knowledge	% (Freq.)	0 (0)	13.7 (7)	5.8 (3)	50.0 (26)	30.8 (16)	75.22	0.000
Employees engage in the sharing of knowledge as they are motivated to do so by the organization	% (Freq.)	0 (0)	1.9 (1)	9.6 (5)	44.2 (23)	44.2 (23)	110.29	0.000
The employees are encouraged to use the knowledge that they acquire	% (Freq.)	0 (0)	1.9 (1)	26.9 (14)	55.8 (29)	15.4 (8)	153.00	0.000
Acquired knowledge is published in the organization's repository	% (Freq.)	1.9 (1)	13.5 (7)	23.1 (12)	48.1 (25)	13.5 (7)	161.19	0.000
Organizational knowledge is stored for future use	% (Freq.)	0 (0)	3.8 (2)	23.1 (12)	57.7 (30)	15.4 (8)	156.00	0.000
The stored organizational knowledge is available for future use	% (Freq.)	0 (0)	3.8 (2)	1.9 (1)	46.2 (24)	48.1 (25)	142.79	0.000
The stored organizational knowledge is easily accessible	% (Freq.)	0 (0)	13.7 (7)	5.8 (3)	50.0 (26)	30.8 (16)	75.22	0.000

Within the NGOs employees were encouraged to use the knowledge that they acquired. On the statement; the employees are encouraged to use the knowledge that they acquire, 55.8% of the respondents agreed significantly ($\chi^2=153.00$; $p\leq 0.001$) with the statement. A large number of the organizations stored the acquired knowledge, 48.1% of the respondents agreed significantly ($\chi^2=161.19$; $p\leq 0.001$) with the statement that acquired knowledge is published in the organization's repository. On the statement, stored knowledge was always available for use 48.1% of the respondent significantly ($\chi^2= 156.00$; $p\leq 0.001$) agreed. 57.7% of the respondents agreed significantly ($\chi^2=142.79$; $p\leq 0.001$) with the statement that organizational knowledge is stored for future use. 50.0% of the respondents agreed significantly ($\chi^2= 75.22$ $p\leq 0.001$) with the statement, the stored organizational knowledge is easily accessible. From the findings on NGO knowledge management it can be seen there is good management of knowledge within NGOs in Nakuru town. These findings concur with the findings in a study by Daud (2008). In his study Daud (2008) found that in organizations where employees work closely with each other and communication is always two-way knowledge management processes were encouraged and there was easy transmission and circulating of knowledge. Within the surveyed NGOs the project managers were in charge of individual teams. Ayalew, (2011) observed in a study in Humanitarian organizations in Ethiopia the workers enthusiastically shared knowledge and any information whenever there was need.

Organization Performance

In this section results on project manager's view on NGOs performance is given and analyzed. Table 5 represents the distribution of respondents view on organization performance:

Table 5: Descriptive Statistics for NGO Performance

		SD	D	N	A	SA	Chi-Square χ^2	P-Value
STATEMENT								
The organizational culture alignment ensures customer satisfaction	% (Freq.)	0 (0)	3.8 (2)	38.5 (20)	36.5 (19)	21.2 (11)	99.94	0.000
There is an increase in the number of projects completed annually.	% (Freq.)	0 (0)	3.8 (2)	40.4 (21)	40.4 (21)	15.4 (8)	79.22	0.000
The set project targets are often met on time	% (Freq.)	0 (0)	3.8 (2)	38.5 (20)	42.3 (22)	13.5 (7)	28.25	0.001
The organizational structure alignment enables effective communication which improves performance in the organization	% (Freq.)	0 (0)	5.8 (3)	28.8 (15)	46.2 (24)	19.2 (10)	14.92	0.000
In the last, two or so years, the organization has been able to retain most of the employees.	% (Freq.)	0 (0)	3.8 (2)	25.0 (13)	55.8 (29)	15.4 (8)	24.22	0.001
The organizational talent alignment ensures that the organization attracts and retains talent.	% (Freq.)	1.9 (1)	3.8 (2)	23.1 (12)	57.7 (30)	13.5 (7)	28.15	0.000
The NGO has been able to attract donor funding for all the projects it undertakes.	% (Freq.)	0 (0)	3.8 (2)	28.8 (15)	51.9 (27)	15.4 (8)	176.49	0.001
Government policy on NGOs affects the organizational performance.	% (Freq.)	0 (0)	1.9 (1)	30.8 (16)	48.1 (25)	19.2 (10)	159.93	0.000

The findings in Table 5 show the project managers' views on the NGO performance. The results show that most of them agreed with the statements concerning the performance of the NGO, but there were varying views on the various statements on NGO performance. On the statement organizational culture alignment ensured customer satisfaction, 36.5 % significantly ($\chi^2 = 79.22$; $p \leq 0.001$) agreed with it. On the statement; there was an increase in the number of projects completed annually, 40.4% agreed significantly ($\chi^2 = 99.94$; $p \leq 0.001$) with statement.

There was a high respondents agreement with the statement; the set project targets are often met on time, 42.3% of the respondents significantly ($\chi^2= 28.25$; $p\leq 0.001$) agreed with the statement. There were a large number of the project managers who felt their organization's structure alignment enabled effective communication which improved performance in the organization. Of the respondents 46.2% significantly ($\chi^2= 14.92$; $p\leq 0.001$) agreed with the statement that there was an organization structure that enabled effective communication which improves performance in the organization. An even larger number agreed that in the last, two or so years, their organization had been able to retain most of the employees. Of the respondents 55.8% significantly ($\chi^2= 24.22$; $p\leq 0.001$) agreed with the statement. This was taken as an indicator the employees were well satisfied with the work in their current organizations and also the NGOs were content with their employees. Retention of talent is a contributor to organization performance as was observed in a study by Mangusho et al., (2015). The research by Mangusho et al., (2015) inferred that organization talent retention led to improved performance

Most of the NGOs were able to attract and retain their talent. Of the respondents 57.7% significantly ($\chi^2= 28.15$; $p\leq 0.001$) agreed with the statement; the organizational talent alignment ensures that the organization attracts and retains talent. Majority of the respondents 51.9% significantly ($\chi^2= 176.49$; $p\leq 0.001$) agreed that their NGO had been able to attract donor funding for all the projects they undertook. On the statement; Government policy on NGOs affects the organizational performance, 48.1% of the respondents significantly ($\chi^2= 159.93$; $p\leq 0.001$) agreed with the statement.

Inferential Outcomes and Discussions

This section outlines the research outcomes as correlation matrix, analysis of variance and multiple regressions. This analysis was done to demonstrate how organization strategic alignment impacts on the NGO performance:

Correlation of NGO Performance and Strategic Alignment

Correlation for the research variables was done and the outcomes for this analysis are given in Table 6 followed by a description of the same:

Table 6: Correlation Matrix

		X1	X2	X3	X4	Y
Culture (X1)	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Structure (X2)	Pearson Correlation	.457**	1.000			
	Sig. (2-tailed)	.00				
Talent (X3)	Pearson Correlation	.447**	.804**	1.000		
	Sig. (2-tailed)	.001	.000			
Knowledge Management (X4)	Pearson Correlation	.332*	.498**	0.485**	1.000	
	Sig. (2-tailed)	.023	.000	0.000		
NGO Performance (Y)	Pearson Correlation	.361*	.680**	0.540**	0.434**	1.000
	Sig. (2-tailed)	.012	.000	0.000	0.002	

Results on the correlation matrix show a positive and fairly significant ($r=0.361$; $p<0.05$) association between culture alignment and NGO performance. Odhiambo et al., (2016) established that there was increased organization performance with an increase in organization culture alignment which was enabled by enhanced internal integration. The results indicate a strong and considerable ($r= 0.680$; $p<0.01$) relationship between organization structure strategic alignment and the NGO performance. This relationship is in agreement with an observation made by Njiiru (2014) who observed that organization structure strongly affected organization performance. Jouirou and Kalika, (2004), also observed that organization performance and structure alignment were considerably associated.

Talent alignment's contribution to NGO performance was found to be fair and statistically important ($r=0.540$; $p<0.01$). This observation agrees with Mangusho et al., (2015) who observed that talent management led to motivated employees which ultimately led to improved organization performance. However, Knowledge management systems alignment is not strongly associated with NGO performance ($r=0.434$; $p<0.01$) implying that alignment of knowledge management systems is not a very powerful explanatory factor for organizational performance. A study in Ethiopia on Development and Humanitarian Aid Organizations by Ayalew (2011) found that knowledge management initiatives were very significant in improving work performance in the non-profit organizations. This observation differs from the observation of this study of moderate contribution of knowledge management to NGO performance. However he further observed that alignment of the knowledge management strategies with the main concerns of the organizations strategies was not yet well developed.

This study demonstrated that organization structure alignment is the most important contributor of NGO performance in Nakuru town Kenya.

Influence of Organizational Alignment on Organizational Performance

The magnitude of multi-collinearity was analyzed by considering the VIF values, which are shown in the regression coefficient table. More investigation on the effect of strategic alignment of organizational culture, organizational structure, talent and knowledge management systems on NGO performance was done and the results for this analysis are demonstrated and described in this section.

Table 7: A Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.459	2.04386
Predictors: (Constant), Culture alignment, Structure alignment, Talent alignment and Knowledge management alignment.				

The results in Table 7 show that culture alignment, structure alignment, talent alignment and knowledge management alignment (independent variable) and the dependent variable (organization performance) have a positive and significant relationship ($R=0.712$). This implies that as the NGOs in Nakuru town improved on the alignment of culture, structure, talent, and knowledge management the higher the probability of their organization performance improving. The results show a coefficient of determination ($R^2= 0.507$) which indicates 50.7% of NGO performance in Nakuru town could be explained by alignment of culture, alignment of structure, alignment of talent and alignment of knowledge management

while 49.3% of the NGO performance can be attributed to other factors that were not part of this research.

Table 8: Analysis of Variance

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	176.141	4	44.035	10.541	.000 ^b
	Residual	171.272	41	4.177		
	Total	347.413	45			

Dependent Variable: NGO Performance

Predictors: (Constant), Culture alignment, structure alignment, Talent alignment, Knowledge Management systems alignment.

Table 9 shows the correlation of strategic alignment in NGOs in Nakuru town and their performance to be significant (F=10.541; P<0.05).

Table 9: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Significance	Co-linearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.261		5.935	.000		
		.120	.186	1.45	.049	.735	1.360
	Culture	.365	.492	8	.020	.291	3.435
	Structure			2.420			
1	Talent	.061	.069	.352	.726	.316	3.165
	Knowledge Management	.041	.087	.673	.505	.724	1.382

a. Dependent Variable: Organization performance

Multi-collinearity is reviewed through considering the tolerance levels in Table 4.11 which shows no tolerance level falls below 0.1. The results indicate the lowest level to be 0.291 thus there is no risk of multi-collinearity indicated. Considering variance inflation factors it is observed that for all the variables the VIF values fall below 10. Anything above the value of 10 is considered as a sign of multi-co-linearity. Multi-collinearity is little when tolerance is close to 1, but multi-co-linearity may be a risk when the value is close to 0 (Lillard et. al., 2014).

From the results in Table 9 the regression Model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$: would become: NGO performance (Y) = 14.261+0.120X₁+0.365X₂+ 0.061X₃ + 0.041 X₄+ ϵ . This model illustrates that while holding all other factors constant for every one unit change in culture alignment, NGO performance would increase by 0.12. An entity adjustment in structure alignment is likely to lead to a change of 0.365 units in the performance of the NGO

while a unit change in talent alignment is expected to give 0.061 unit variation of the dependent variable and one unit change in knowledge management alignment would give 0.041 unit changes in NGO performance. The study found that organization structure alignment had the greatest influence on NGO performance while Knowledge management had the lowest influence.

Using the probability levels the four hypotheses were tested. The first null hypothesis (H_{01}) Strategic alignment of culture does not significantly affect the performance of NGOs in Nakuru town was rejected since the relationship between strategic alignment of organization culture and the performance of NGOs in Nakuru town was observed to be significant ($t=1.458$; $p<0.05$). Gerdhe (2012) observed that the organization culture determines how an organization runs as it is a tactical device which controls and determines the behavior within each sector of the organization, hence a vital determinant of the performance of organizations. When the elements of organizational culture were studied it was established that aligned culture elements had a considerable effect on organizational performance Poku et al., (2013) which agrees with the findings of this study.

There was a considerable statistically significant relationship between NGO performance and strategic alignment of organization structure ($t=2.420$; $p<0.05$). Thus the second null hypothesis; H_{02} Strategic alignment of organizational structure does not significantly affect the performance of NGOs in Nakuru town was rejected. Njiiru (2014) observed that organization structure was a crucial determinant of organization performance as it determined the efficiency with which organization strategy is implemented.

The third null hypothesis; H_{03} Strategic alignment of talent does not significantly affect the performance of NGOs in Nakuru town; was maintained since the findings indicated a not statistically significant ($t=0.352$; $p>0.05$) relationship between strategic alignment of talent and NGO performance. Mangusho et al., (2015) concluded that when an organization attracts, retains its talent accompanied by provision for opportunities for career growth and development employees were motivated and improved their work efficiency which led to high employee performance and ultimately organization performance. This indicates that talent management determines organization performance which deviates from the results of this study.

The fourth null hypothesis: H_{04} Strategic alignment of knowledge management system does not significantly affect the performance of NGOs in Nakuru town was retained as the results showed the relationship between organization knowledge management alignment and NGO performance to not be statistically significant ($t=0.673$; $p>0.05$). In a research Nawab, et al., (2015) concluded that a business entity which is able to entrench recognition of knowledge into the organization knowledge management goals would remain at the top in performance. The study further found that an organization may be able to identify, share and retain knowledge but not to the most appropriate level. This would not impact on the organization performance positively as the knowledge acquired does not align with the organizational goals.

VIII.CONCLUSION

Organizational Culture Alignment and NGO performance

From the research findings it is clear that in the NGOs in Nakuru town there are particular values that are upheld and a certain way that things are done and certain behaviors that employees adopted and their attitude to their clients. It came out that there is a certain

corporate culture existing in the organizations. The inferential statistics underplayed the role of organization culture alignment to the NGO performance. Though the relationship was positive and significant it was not a major contributor to NGO performance.

Organizational Structure Alignment and NGO performance

The study established that the NGOs in Nakuru town had well established organizational structures that allowed efficient information flow and ensured the team members were clear about their responsibilities and accountabilities. The decision making process in the NGOs was such that the employees were involved in the entire process which allowed diverse viewpoints and a multiplicity of ideas leading to quality decisions. The study found that attainment of organizational goals was encouraged through having reporting structures that were appropriate for efficient organization performance. Inferential statistics showed organization structure alignment as the main determinant of NGO performance. Therefore this study concluded that with well aligned organization structure NGO performance would improve.

Organizational Talent Alignment and NGO performance

The study concluded that NGOs in Nakuru town had an appropriate system of talent recruitment in which it was ensured the right talent was attracted, selected and recruited. The recruitment in the organizations was based on the business strategy which is critical if the organization is to attain its projects targets. The NGOs in Nakuru recognized the need of developing their talent and thus created opportunities for learning and personal development which works as motivation factor and ultimately would lead to improved performance. Though the NGOs aligned their talent to their strategy the study established that talent alignment was a weak contributor towards the performance of NGOs in Nakuru town.

Organization Knowledge Management System Alignment and NGO performance

Within the NGOs in Nakuru knowledge management systems were present. Within these organizations knowledge was stored and was readily available for use by the employees. Sharing of personal knowledge on the organization objectives was encouraged. The findings on NGO knowledge management systems alignment indicate there is a high degree of knowledge management within NGOs in Nakuru town. Despite the finding of knowledge systems in the NGOs and proper knowledge management the study found that knowledge management systems alignment was not a strong determinant of NGO performance.

IX.RECOMMENDATIONS

This study concluded that there is need to have NGOs strategically aligned as regards their culture, structure, talent and knowledge management systems so as to have improved performance. It was also a conclusion of the study that NGOs should strive to attract and retain quality talent and have in place knowledge management systems that ensure transfer, sharing and proper storage of knowledge which is appropriate to the strategic goals of the organization. These had to be supported by strongly aligned culture and structure.

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