



**INFLUENCE OF ORGANIZATION STRATEGIES ON SUSTAINABILITY OF COMMUNITY BASED ORGANIZATION
IN KAKAMEGA COUNTY**

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Accepted: March 9, 2021

ABSTRACT

The general objective of this study was to investigate the influence of organizational strategies implementations on sustainability in community based organization in Kakamega. The study was grounded on stakeholder's theory, theory of reasoned action, diffusion of innovation theory and goal setting theory. The study used correlational research design. The study targeted community based projects in Kakamega County. This study adopted quota sampling, a non-probabilistic sampling method in selection of the respondents. Primary data was collected from respondents directly using self-administered structured questionnaires (closed ended questions). Data collected was edited, cleaned, and coded; and then SPSS version 24 was used to analyze the data. Descriptive statistical analysis was used to summarize data using frequencies and percentages while inferential statistics was computed; that is, Pearson correlation coefficient and multiple regression analysis was computed to find out whether there is correlation and linear relationship between the independent and dependent variables. From inferential analysis, the four null hypotheses were rejected implying that strategic focus, technology adoption, human resource utilization and resource mobilization strategies significantly influenced sustainability of community based organizations in Kakamega County. The study therefore concluded that of organizational strategies implementations significantly influenced sustainability in community based organization in Kakamega. The study recommended that management of community based organizations should develop a clear long-term strategic focus of the CBO, rally support and commitment from the members to believe and pursue the strategic direction fervently and translate the generalities of the vision into specific targets for all divisions in the CBO. This would ensure Community based organizations are able to implement human resource utilization, resource mobilization as well as appropriate technology adoption thereby achieving institutional, programmatic as well as financial sustainability.

Key Words: Strategic Focus, Technology Adoption, Human Resources Utilization, Resource Mobilization

CITATION: Muloi, J. M., & Juma, D. (2021). Influence of organization strategies on sustainability of community based organization in Kakamega County. *The Strategic Journal of Business & Change Management*, 8 (1), 710 – 728.

INTRODUCTION

Community-based organizations (CBOs) are local groups located within a physical community focusing on generating improvements and tackling issues within the community they operate in. Many CBOs are mostly volunteer organizations, with positions that are few because much of their funds are delegated to accomplish the objectives of the group while their governance structure is independent of public or private sector organizations. According to Thompson (2013), the main objective of CBOs formation is to empower local communities, management of local resources, and achievement of benefit distribution that is more fair. operate through sharing responsibilities, power, and management duties with other entities like the government and users of the local resources.

Globally community-based organizations are widely promoted. In World Humanitarian Summit (UN, 2016), the Secretary-General's appealed that humanitarian action ought to be 'as local as possible, as international as necessary' thus promoting the localization of aid to the community level. The commonality of problems across communities and societies, such as an ageing population, makes these ventures attractive. Where CBOs are limited in action to the localities they operate in, collaborative initiatives are encouraged. In Canada, for instance, there is a collaborative framework in which dementia care networks that operate regionally share information (Chen, 2013).

The organizational structure of CBOs can affect their operations. Community-based projects are likely to succeed if the initiatives for the projects derived from the members or leaders of the same community in which it serves. These structures are likely to facilitate inclusion and encourage the participation of most members. The sense of ownership, trust, and credibility of a CBO among the locals are critical to its sustainability over time. On the other hand, CBOs whose initiative came from external sources may have problems with sustainability. These groups often struggle to adapt

to changing external pressures and often rely majorly on support from outside sources.

Threats to the sustainability of organizations vary but may be more prevalent in developing areas. In Bangladesh, for example, most CBOs disintegrated because of societal norms that facilitated inequality among men and women participants (Datta, 2005). The sidelining of women created power imbalances and reduced accountability mechanisms within the organizations. Corrupt behavior and malpractices led to the mismanagement of funds and resources of organizations. Other members may also disengage from CBOs due to prevalent malpractice and seclusion from the management of the group. As mentioned above, the distancing among members of the community from the activities of the community-based organization hinders the sustainability of the project. A combination of mistrust, poor resource management, an absence of alternative leadership, and feelings of favoritism leads to the stagnation of most local organizations and groups working within communities. The need to examine the sustainability of CBOs is important, especially in the context of developing nations where the resources may be limited, the external challenges more intense, and levels of skills low

Developing of organizational strategies is very critical and should involve all members of the organization. In addition each member should be aware the part they will play to achieve the overall organizational strategic vision (Koech & Were 2016). While much organization focuses on developing of strategic plans and strategies of achieving them, the most important element in strategic management in organizations is the implementation of strategies (Okumu, 2013). Sustained organizational success requires proper stakeholder analysis and management (Rono, Theuri, Ahmed & Kisingu 2018). When all stakeholders are actively involved, it results into community cohesion and cooperation (Giampiccoli & Kalis, 2012). Strategic management that focuses on improving the level of stakeholder participation is therefore critical in creating sustainable

management of community projects (Rono et.al 2018).

The World Economic Forum (2013) recommended strategic management approach as a tool to enhance sustainability of community based projects as a deliberate strategic management initiative. Sustainability is a strategic management initiative that is deliberate and it is needed to address deficiencies that are inherent in the promotion of community based organization enterprises and therefore requires strategic management actions that are appropriate.

Statement of Problem

Community based organization are increasingly becoming an important part in any economy in addressing the community level issues with relation to poverty alleviation, social protection and economic empowerment. Kenya is one of the countries in Africa where Community based organizations play a key role in promoting both rural and urban development with over 40,000 registered CBOs (Wanjohi 2013).CBOs are regarded as effective vehicle to transform people's lives through the participatory development approaches that a people centered. In addition where the governments structures are not well established or are weak CBOs play a key role in provision of services and reduce suffering.

Despite the economic growth potential for community based organization previous data indicate that CBOs are beneficial for as long as they a sustainable. However, the unsustainability of the community-based programs negatively affects the operation of CBOs and decreases their impact (Ceptureanu, et.al. 2018). CBOs fail to incorporate sustainability analyses in their program planning and evaluation phases as they focus on short term outcomes alone. Mayaka, Croy, &Cox, (2017) noted that CBOs leaders lack or have weak strategic focus thus failing to visualize the long term outcomes. Since, majority of CBOs depend on external funding, when initial sources of funding are cut, unsustainable programs can no longer be effective in the community. Ineffective programs weigh

down on the overall performance of the organization, leading to further challenges in networking and obtaining future contracts (Ceptureanu et al., 2018). The high costs of starting new programs and inadequate leadership skills among community members may make it impossible for the community to fill the gap left by unsustainable programs.

Some scholars have argued that the unsustainability of community based programs is attributed to lack of strategic management, weak resources mobilization and lack of ownership. Others have argued that stakeholder management and governance are important factors for sustainability of CBOs (Okumu 2013, Kangogo, Musiega and Manyasi 2013, Kivuva 2015, Koech & Were 2016, Rono, Theuri, Amhed & Kisingu 2018, Nyamu, Namusonge & Dache 2018, Riziki., Atera, & Juma,2019) . However, the results obtained in previous research on sustainability of community based organization are far from conclusive and there is a need to progress research to add knowledge in this area and contribute to the sustainability of community based organization's in Kenya.

There exists limited literature focusing on influence of organizational strategies on sustainability of community based organizations in Kenya. Previous studies in Kenya have focused on sustainability of community based organization in the context of resource mobilization (Rikizi et.al 2019), stakeholder management (Rono et.al 2018) ,organizational focus(Olwith ,Ocheing & Vundi 2020) .Although various studies have explored the area of sustainability of community organization (Mulwa (2012),Mutonga (2015) and Luvenga (2015)) there is insufficient empirical data with specific focus on the influence of organizational strategies such strategic focus, technology adoption , human resource utilization and resource mobilization strategies on sustainability of community based organizations. This study sought to fill that knowledge gap by assessing the influence of

organizational strategies in sustainability of community based organizations in kakamega.

Research Objectives

This study investigated the influence of organizational strategies implementations on sustainability in community based organization in Kakamega County. The specific objectives were;

- To establish the influence of strategic focus on sustainability of community based organization in Kakamega county
- To find out the influence of Technology adoption on sustainability of community based organization in Kakamega county
- To establish human resource utilization on sustainability of community based organization in Kakamega county
- To establish the influence Resource mobilization strategies on sustainability of community based organization in Kakamega county

The research was guided by the following hypothesis;

- H₀₁: Strategic focusing does not significantly influence sustainability of community based organization.
- H₀₂: Technology adoption does not significantly influence sustainability of community based organization.
- H₀₃: Human resource utilization does not significantly influence sustainability of community based organization.
- H₀₄: Resource mobilization strategies do not significantly influence sustainability of community based organization.

LITERATURE REVIEW

Goal setting theory

Organizational strategies involve setting of long-term goals and objectives, developing plan of action to execute them and allocating the requisite resources. This study will be anchored on the goal setting theory of motivation. In 1960's Dr. Edin Locke forwarded the theory furthering the early works of Kurt Luwin on levels of aspiration. The

theory holds that there is an inductive relationship between goal setting and improved performance of tasks in an organization. A goal is the intention of an action that organization or individuals deliberately desires to achieve. The theory stipulates that better performance is resultant of setting specific goals and that willingness of organizations stakeholders achieving the goals.

This study used Goal Setting Theory of Motivation in evaluating the influence of organizational focus (organizational goals, organizational values and organizational structure) on the sustainability of community based organization in kakamega. Organizational goals, value and structure are achieved through goal setting. As it is stipulated by goal settling theory clear specific goals influence performance hence sustainability. Additionally the theory will be used to investigate the influence of resource mobilization strategies on the sustainability of community based organization in kakamega. Therefore the theory will be used to explain how strategic focus and resource mobilization strategies for community based organization in kakamega influence sustainability of their operations

Diffusion of innovation Theory

Diffusion of innovation theory was forwarded by Everett Rogers in 1962 following advancement of Gabriel Tarde (1903) on S –Shaped diffusion curve and Ryan & Gross (1943) on adopter categories. Rogers in his book “*Diffusion of innovation*” fifth edition (2003), state that diffusion is the process by which an innovation or technology is transferred through specific channels over a period of time among members of a social system. He further proposes that the innovation itself, time, communication channels and social system as the main elements that influence spread of innovation or technology (Rogers 2003). The theory is also referred to valuable change model that guide's technological innovation through all the levels of adopters. The process depends mostly on human capital within an organization who adopts new

innovative ideas, products, technologies among others.

Mohammadi, Et.al (2018), in furthering Rogers's diffusion of innovation theory examined evidence based practices adoption as an innovation. They found that adoption was subjective to various aspects, such as knowledge, work experience, perception attitude and individual innovation. Diffusion of Innovations suggests three valuable insights into the process of social change, the merits that make an innovation successful; the importance of peer networks and conversations and appreciating the needs of different user segments (Les Robinson 2009). This study will use diffusion of innovation theory in evaluating the influence of technology adoption (Perceived usefulness, perceived ease of use, behavioral intention & actual technology use) on the sustainability of community based organization in Kakamega County

Stakeholders Theory

In the Book "Stakeholders of the organizational mind" organizational theorist Ian Mitroff 1983 advanced the Stakeholder theory .Afterward in 1984 Edward Freeman detailed the stakeholder's theory as a theory that revolves around organizational management and business ethics in his book "Strategic management: a Stakeholder approach ". It addresses moral values of running and organization touching on internal and external stakeholders. Rose (2018) defined a stakeholder as anyone involved or invested in or affected by an organization or business. Owners, employees and managers are internal stakeholders while shareholders, customers, government, society, creditors and suppliers are external Stakeholders (Freeman 1984). For organization to function effectively it must understand well all its stakeholders as they are key to success or failure of the organization.

Stakeholders have the ability to influence all levels of the organization positively or negatively. This theory will inform the study in establishing the correlation between human resource utilization as a key stakeholder in community based organization

on their sustainability. The major strength of this theory is that it appreciates the advantages of stakeholder involvement in needs and solutions identification regarding their problems. Additionally the theory will help in establishing the level stakeholder engagement (Human resource utilization) that lead to CBOs sustainability

Theory of Reasoned Action

This theory was developed by Ajzen and Fishbein, 1975. The theory proposes that a person's Behaviour is determined by his/her intention to achieve the Behaviour which is a function of his/her attitude. The model stipulates three main cognitive components that explain human behavior. They include social norms (social influence) ,attitudes (un-favorableness or favorableness of person's feeling for a behavior),and intentions (individual's decision do or don't do a behavior)

In addition, the theory assumes that a person normally behaves in a manner that is sensible, and they consider their action explicitly and implicitly, considering the information that is available. The intentions of any person to either perform or not behavior, immediately determines the action implemented with the unforeseen events that the people are expected to act according to their intentions in mind. The theory will assist in determining the gaps between the behaviors of community based organization leadership and their actual attitudes on CBOs activities and interventions.

Empirical Review

Sustainable social outcomes are an important goal of CBOs. To achieve sustainability, most CBOs operate in a manner that promotes social awareness in the community, encourages participatory governance, eradicate poverty, and empowers previously marginalized groups in the locality. CBOs facilitate political functions through adopting leader selection processes that are democratic in nature, embracing transparency in the benefits allocation process, and involving stakeholders in its decision-making process. Operations at grassroots levels facilitate the

sustainability of CBOs where they empower marginalized groups to understand their rights and access opportunities (Bhuiyan, Hassan & Islam, 2018). Community-based organizations matter in the sustainability agenda because they affect how local government delivers their services to the communities and individuals they serve.

In organizations People's behavior is influenced the characteristics of the organization. When a new member joins the organization he/she will copy and learn from peers or supervisors the ways which are considered normal. Organizational culture is a system of shared values, beliefs and assumptions that governs how people interact in organizations. Performance is highly influence by these shared values as they affect how people act, dress, and interact among others (Ravasi & Schultz, 2006).

In the recent years we have witnessed promising technological advancements and transformations in all areas of science due to investments in research and development, innovation and education across the globe. These has led to emergence of the fourth industrial revolution which is characterized by emergence of enabling technologies and systems such as 5G network, Big data , AI ,Cloud computing , block chain , Teleconferencing among others. These advancements are creating a lot of drastic positive impact on way of conducting business and overall improved of quality of life. Several researchers have argued that adoption of technology takes down the costs of operations (Amado et al., 2010) stated that technology adoption has a contribution of 6 to 81% output increase marginally, (Brynjolfsson and Hitt, 2000; Adewoje *et al.*, 2012), further stated that technology adoption, other than improving efficiency in terms of reducing the cost reduction, it also rises effectiveness by improving performance. (Sabbaghi & Vaidyanathan, 2008; Rusli, 2012) established that technology adoption leads to a more flexible organization with better accountability. Kimani& Juma (2019) found that technology Influence performance by creating an

enabling environment to delivering high level outputs within the organization.

Human resource management refers to the approach that is strategic to effectively manage people organization in order to propel the organization in gaining a competitive advantage. Boxall et al (2007) described HRM as the work management with an aim of attaining ends that are desired. This is achieved by focusing on policies and systems for enhanced employee performance (Colling & Wood, 2009). According to Paauwe and Boon (2009) Human resource concerns itself with management of employee recruitment, talent acquisition, performance appraisal, reward management and learning & development. In addition it also includes corporate social responsibility, industrial relations and organizational change management.

Selter and Judith (2014) define resource mobilization as the method of getting resources from the organization providing the resource through different mechanism to enable the organization implement its set goals and objectives. It is a major strategic decisions for organization especially NGOs to solicit for resources to run their operations. In strategic resource mobilization organizations can either generate their own resource (internal funding) or external funding form other organization. Community based organizations are mostly funded by bigger NGOs and since those organizations depend on external funding, their mobilization of resources strategies tend to dominate around local communities. Crossman, Ashley (2019) further stipulated that resource mobilization involves social movements of resources and how they are utilized. NGOs utilize this concept in involving the community based organizations social movement of the resources and ensuring that they have a community based roots. Resource mobilizations advocates for acquiring the right kind of resource at the right time & seasons, at the right price and utilizing the resource for the right use.

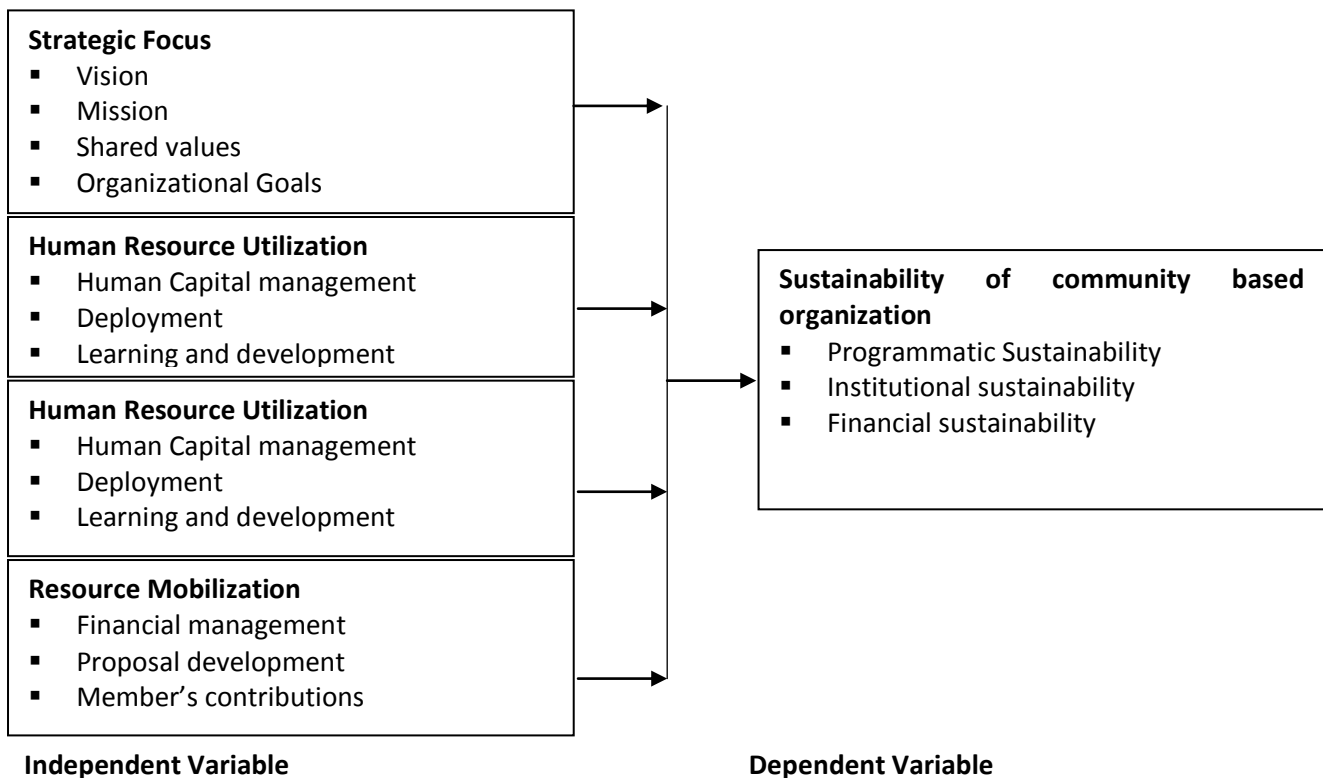


Figure 1: Conceptual Framework

METHODOLOGY

This study adopted a correlational research design. The study targeted registered CBOs that had received funding or grant form and external partner in Kakamega County. The study specifically targeted the CBOs that had been funded externally since several literatures had urged that they faced a lot of challenges in the post project phase which affected the performance in future project and sustainability of CBOs. This study adopted quota sampling, a non-probabilistic sampling method in selection of the respondents. Quota sampling was used to representative data form a group. This ensured inclusion of the dynamics of the CBOs organisation with references to sectors, funded or not funded, and other specific traits or qualities. The data collection was performed using a questionnaire from Community based organizations. A two-section questionnaire was designed for this study.

For comprehensive analysis of the collected data, the study employed the descriptive data analysis

technique using the statistical packages of social science (SPSS).

FINDINGS AND DISCUSSION

Descriptive Statistics of Variables in the Study

The aim of descriptive statistics is to allow the investigator to use indices or statistics to portray meaningfully a distribution of results or measurements. The sort of statistics or indices used relies on the research type of variables and measurement scale. To present the descriptive results, the research used means, percentages and normal deviations. This study's overall goal was to investigate the influence of organizational strategies implementations on sustainability in community based organization in Kakamega. For the following factors, the study evaluated descriptive statistics: strategic focus, technology adoption, human resource utilization, resources mobilization and sustainability of community based organization.

Strategic focus and Sustainability of community based organization

The study's first objective was to establish the influence of strategic focus on sustainability of community based organization in Kakamega

County. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on strategic focus statements. The findings were as displayed in below in Table 1.

Table 1: Descriptive Analysis for Strategic focus

Strategic focus	5	4	3	2	1	Mean	SD
The CBO has a vision statement whereby all decision are based on the organization vision	11 (12.5)	37 (42)	24 (27.3)	9 (10.2)	7 (8)	3.41	1.09
The CBO's mission statement is geared towards long term plan for sustainability	29 (33)	20 (22.7)	31 (35.2)	7 (8)	1 (1.1)	3.78	1.03
The organization has deliberately set its strategic direction in form of vision statement, mission statement and core values	20 (22.7)	31 (35.2)	22 (25)	10 (11.4)	5 (5.7)	3.58	1.13
The members embrace the CBO's values and reflect these values in their conduct and work processes	15 (17)	27 (30.7)	24 (27.3)	16 (18.2)	6 (6.8)	3.33	1.16
Members buy into the overall CBO's goals and are committed to the realization of these goals	12 (13.6)	33 (37.5)	27 (30.7)	15 (17)	1 (1.1)	3.45	0.97
Overall Mean Score (N=88)						3.51	1.08

Results in Table 1 stated that the 42.0 percent of participants agreed with the assertion that: The CBO has a vision statement whereby all decisions are based on the organization vision and 12.5% strongly agreed. However, 27.3% of the respondents were neutral with a mean 3.41. The results further revealed that 33.0% and 22.7% of the respondents strongly agreed and agreed respectively that the CBO's mission statement is geared towards long term plan for sustainability with a mean of 3.78. However, 35.2% of the respondents were neutral that the CBO's mission statement is geared towards long term plan for sustainability.

The results further revealed that majority of the respondents (22.7% strongly agreed and 35.2% agreed) were in agreement that their CBO has deliberately set its strategic direction in form of vision statement, mission statement and core values with a mean of 3.58. A standard deviation of 1.18 was supported by 25.0% of the respondents who were undecided. The results also revealed that 30.7% of the respondents agreed that the members embrace the CBO's values and reflect these values

in their conduct and work processes and 17.0% strongly agreed. However, 30.7% were undecided with mean of 3.33.

Lastly, 37.5% and 13.6% of the respondents agreed and strongly agreed that members buy into the overall CBO's goals and are committed to the realization of these goals. However, 30.7% of the respondents were undecided with a mean of 3.45. The general mean of the answers was 3.51 using a five-point likert scale mean, which suggests that the majority of participants agreed with the strategic focus statements. In addition, the standard deviation of 1.08 shows variations in the responses. The results are compatible with Matata and Wafula (2015) who argued that for CBOs to be sustainable, strategic focus ought to be an integral part of any organization's strategic management. Strategic focus improves organization's performance through coordination of activities, proper resources utilization hence ensure sustainability. Ahmedand Sasaka (2019) revealed that most NGOs have vision statement as a strategic direction indicator, mission statement provides the organization with a long term plan for performance and goal setting enables

the organization achieved its goals in the long run. Other supporting studies include, Hadi and Adavi (2016); Kheni and Ackon (2015); their findings also indicated that the formulation of vision (future orientation) can be more important than formulation of mission (current orientation) for organizational sustainability.

Technology adoption and Sustainability of community based organization

The study's second objective was to find out the influence of Technology adoption on sustainability of community based organization in Kakamega County. Using a five-point likert scale, the research attempted to understand the level of agreement of the participants on different statements concerning technology adoption. The findings were as displayed in below in Table 2.

Table 2: Descriptive Analysis for Technology adoption

Technology adoption	5	4	3	2	1	Mean	SD
The CBO's has adopted appropriate technology for sustainability of community based projects	23 (26.1)	35 (39.8)	13 (14.8)	16 (18.2)	1 (1.1)	3.72	1.08
There is adequate skills and know-how within the CBO required to manage existing technology adopted for sustainable community based projects	15 (17)	19 (21.6)	22 (25)	30 (34.1)	2 (2.3)	3.17	1.15
The organization has adopted adequate technologies for sustainability of community based projects	17 (19.3)	42 (47.7)	14 (15.9)	12 (13.6)	3 (3.4)	3.66	1.05
The CBO has embraced local innovations which is cost effective in operations and maintenance of CBO projects	10 (11.4)	48 (54.5)	25 (28.4)	3 (3.4)	2 (2.3)	3.69	0.81
Skilled staff members participate in technology transfer training to other CBO members hence building local capacity within the CBO	15 (17)	30 (34.1)	37 (42)	4 (4.5)	2 (2.3)	3.59	0.91
Overall Mean Score (N=88)						3.57	1.0

Results present in Table 2 indicated that the majority (26.1% strongly agreed +39.8% agreed) of participants were in agreement that their CBO's has adopted appropriate technology for sustainability of community based projects with a mean of 3.72. However, 18.2% of the respondents disagreed with that assertion. The results also revealed that 17.0% and 21.6% of the respondents strongly agreed and agreed respectively there are adequate skills and know-how within the CBO required to manage existing technology adopted for sustainable community based projects. However, 34.1% of the

respondents were disagreed on the same with a mean of 3.17.

The results further revealed that majority of the respondents (19.3% strongly agreed + 47.7% agreed) were in agreement that their CBO has adopted adequate technologies for sustainability of community based projects with a mean of 3.66. Similarly, majority of the respondents (11.4% strongly agree +54.5% agreed) were in agreement that their CBO has embraced local innovations which is cost effective in operations and maintenance of CBO projects with a mean of 3.69.

Lastly, 34.1% and 17.0% of the respondents agreed and strongly agreed respectively that Skilled staff members participate in technology transfer training to other CBO members hence building local capacity within the CBO with a mean of 3.59. However, 42.0% of the respondents were undecided on the same assertion. The general mean of the answers was 3.57 using a five-point likert scale mean, which suggests that the majority of participants agreed with the technology adoption statements. In addition, the standard deviation of 1.0 shows variations in the responses. This is in line with a study by Kiboye (2015) who observed that CBOs used technology to save on cost and to monitor finances. The study stated that access and use of various technological platforms such as media, computer gadgets and entertainment has an influence on operations of CBO. Nelson (2006) in his study supports this view by saying that technological platforms have enabled the connection of CBOs operations and management of finances among CBOs and NGOs, even those that

had been marginalized. Wogwu (2019) established that the members participate in technology adoption such as mobile devices to facilitate individual savings among group members. However, the members have not embraced the use of m-banking in payments of loans and savings. Most of the members agreed that members use energy saving stoves on brooding chicks which has reduced the expenditure on electricity and also members are divided into small manageable groups for easy monitoring loans payments.

Human Resource utilization and Sustainability of community based organization

The study's third objective was to establish human resources utilization on sustainability of community based organization in Kakamega County. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different resource utilization statements and the results were as distributed in table 3.

Table 3: Descriptive Analysis for Human Resource utilization

Human Resource utilization	5	4	3	2	1	Mean	SD
Staff have been deployed according to their skills and experience	22 (25)	43 (48.9)	13 (14.8)	8 (9.1)	2 (2.3)	3.85	0.98
The CBO has adequate core staff to perform its functions	19 (21.6)	51 (58)	11 (12.5)	5 (5.7)	2 (2.3)	3.91	0.88
Staff routinely go for trainings in relevant areas	28 (31.8)	25 (28.4)	24 (27.3)	7 (8)	4 (4.5)	3.75	1.13
The CBO has facilitated knowledge sharing across its different staff.	12 (13.6)	30 (34.1)	39 (44.3)	5 (5.7)	2 (2.3)	3.51	0.88
All staff have been fully engaged in their specific roles	19 (21.6)	29 (33)	31 (35.2)	7 (8)	2 (2.3)	3.64	0.98
Overall Mean Score						3.73	0.97

Results in Table 3 showed that the majority (25.0% strongly agreed +48.9% agreed) of participants were in agreement that staff have been deployed according to their skills and experience with a mean of 3.85. Similarly, the results also revealed that majority of the respondents (21.6% strongly agreed + 58.0% agreed) confirmed that the CBO has

adequate core staff to perform its functions with a mean of 3.91.

The results further revealed that majority of the respondents (31.8% strongly agreed + 28.4% agreed) were in agreement that staff routinely go for trainings in relevant areas with a mean of 3.75. Further, 13.6% of the respondents strongly agreed and 34.1% agreed that their CBO has facilitated

knowledge sharing across its different staff with a mean of 3.51 although 44.3% of the respondents were neutral.

Lastly, 33.0% and 21.6% of the respondents agreed and strongly agreed respectively that all staff have been fully engaged in their specific roles with a mean of 3.564. However, 35.2% of the respondents were undecided on the same assertion. The general mean of the answers was 3.73 using a five-point likert scale mean, which suggests that the majority of participants agreed with the human resource utilization statements. In addition, the standard deviation of 0.97 shows variations in the responses. The results concur with Walsh et al (2012) who revealed that the CBOs' members had been trained on; asset building, book keeping, new methods of farming, leadership and governance, budgeting, and risk management in business. The trainings have enabled the members to access SHGs and bank loans, accumulate savings, invest in asset creation, plan for emergencies and make independent

decision. Obadha – Mwawasi, Wanjau and Mkala (2013) indicated that putting together a strong management team with the right skills that works cohesively presented one of the greatest challenges in sustainability of community based organizations. In their study, majority of the respondents indicated that bundles of skills and collective learning, knowledge and technological know-how give an organization competitive advantage and process value to boost strategy implementation.

Resource mobilization and Sustainability of community based organization

The study's fourth objective was to establish the influence Resource mobilization strategies on sustainability of community based organization in Kakamega county. Using a five-point likert scale, the research attempted to understand the amount of agreement between participants on different resource mobilization activities statements and the results were as distributed in in Table 4.

Table 4: Descriptive Analysis for Resource mobilization

Resource mobilization	5	4	3	2	1	Mean	SD
There are finance mobilization activities to raise finances of community based projects through proposal development	18 (20.5)	51 (58)	10 (11.4)	5 (5.7)	4 (4.5)	3.84	0.97
The management team mobilizes for material resources from the community and development partners to support various projects	13 (14.8)	33 (37.5)	32 (36.4)	4 (4.5)	6 (6.8)	3.49	1.03
The management mobilizes community through local leadership to provide labour needed for community based projects	13 (14.8)	45 (51.1)	24 (27.3)	2 (2.3)	4 (4.5)	3.69	0.91
Generally resource mobilization activities influence sustainability of community based Organization	12 (13.6)	54 (61.4)	9 (10.2)	10 (11.4)	3 (3.4)	3.70	0.96
The CBO has support from the local community	17 (19.3)	38 (43.2)	22 (25)	6 (6.8)	5 (5.7)	3.64	1.05
Overall Mean Score (N=88)						3.67	0.98

Results presented in Table 4 showed that the majority (20.5% strongly agreed +58.0% agreed) of participants were in agreement that there are finance mobilization activities to raise finances of community based projects through proposal development with a mean of 3.84. The results also

revealed that 14.8% of the respondents strongly agreed and 37.5% agreed that the management team mobilizes for material resources from the community and development partners to support various projects. However, 36.4% of the respondents were undecided with a mean of 3.49.

The results further revealed that majority of the respondents (14.8% strongly agreed + 51.1% agreed) were in agreement that the management mobilizes community through local leadership to provide labour needed for community based projects with a mean of 3.69. Similarly, majority of the respondents (61.4%) agreed that generally resource mobilization activities influence sustainability of community based Organization with a mean of 3.70 although 11.4% of the respondents did not confirm this assertion.

Lastly, 43.2% and 19.3% of the respondents agreed and strongly agreed respectively that the CBO has support from the local community with a mean of 3.64. However, 25.0% of the respondents were undecided on the same assertion. The general mean of the answers was 3.67 using a five-point likert scale mean, which suggests that the majority of participants agreed with the resource mobilization statements. In addition, the standard deviation of 0.98 shows variations in the responses. The results are agrees with Selter & Judith (2014) who found out that resource mobilization in its

different forms is one of the major activities CBOs carry out in the urban poor settlement for livelihood purposes. Social organizational resources and human resources are the major forms of resource mobilization within the CBOs. Cultural resources, material resources and moral resources in that order are the least forms of resource mobilization. The literature review pointed out that community engages in different forms of resource mobilization. Community resource mobilization helps to mobilize resources, services, techniques, skills and anything of value to better the lives of the community and requires the support of all the groups in the community to be of success (Ongoro, 2005).

Sustainability of community based organization

The study dependent variable is Sustainability of community based organizations. Using a five-point likert scale, the research attempted to understand the level of agreement between participants on different statements related to sustainability of community based organizations and the results were as distributed in in Table 5.

Table 5: Descriptive Analysis for Sustainability of community based organizations

Sustainability of community based organization	5	4	3	2	1	Mean	SD
Community Based Organization is fully diversified where self-financing does exceed 60 percent of the CBO's funding	17 (19.3)	29 (33)	29 (33)	7 (8)	6 (6.8)	3.50	1.10
The management of Community based organizations have established clear risk management plans so as to ensure project sustainability	6 (6.8)	16 (18.2)	28 (31.8)	30 (34.1)	8 (9.1)	2.80	1.06
The CBO has income generating activities which assures its financial sustainability	7 (8)	40 (45.5)	21 (23.9)	15 (17)	5 (5.7)	3.33	1.04
The CBO runs and operates different/diversified programs	14 (15.9)	43 (48.9)	18 (20.5)	12 (13.6)	1 (1.1)	3.65	0.95
The CBO's management is well structured and has succession plans	14 (15.9)	37 (42)	19 (21.6)	17 (19.3)	1 (1.1)	3.52	1.02
Overall Mean Score						3.36	1.03

Results presented Table 5 revealed that the 42.0 percent of participants agreed with the assertion that: Community Based Organization is fully diversified where self-financing does exceed 60

percent of the CBO's funding and 19.3% strongly agreed with a mean of 3.50. However, 33.0% of the respondents were neutral. The results further revealed that 6.8% and 18.2% of the respondents

strongly agreed and agreed respectively that the management of Community based organizations have established clear risk management plans so as to ensure project sustainability. However, 34.1% of the respondents disagreed that the management of Community based organizations have established clear risk management plans so as to ensure project sustainability with a mean of 2.80.

The results further revealed that 8.0% strongly agreed and 45.5% agreed the CBO has income generating activities which assures its financial sustainability. However, 23.9% of the respondents were undecided with a mean of 3.33. The results also revealed that majority of the respondents (15.9% strongly agreed +42.0% agreed) that the CBO runs and operates different/diversified programs with a mean of 3.65.

Lastly, 42.0% and 15.9% of the respondents agreed and strongly agreed that the CBO's management is well structured and has succession plans. However, 21.6% of the respondents were undecided and

19.3% disagreed with a mean of 3.45. The general mean of the answers was 3.36 using a five-point likert scale mean, which suggests that the majority of participants were neutral with the sustainability of community based projects statements. In addition, the standard deviation of 1.03 shows variations in the responses.

Inferential Analyses

Pearson Correlation Results

Correlation refers to the strength of a relationship between two variables. In this study Pearson correlation is carried out to determine how the research variables are related to each other. Pearson's correlation reflects the degree of linear relationships between two variables. Young (2009) alludes that a correlation of +1 means there is a perfect positive linear relationship between variables.

Table 6: Multiple Correlation Matrix

		Strategic Focus	Technology Adoption	Human Resource Utilization	Resources Mobilization
Strategic Focus	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	88			
Technology Adoption	Pearson Correlation	.579**	1		
	Sig. (2-tailed)	.000			
	N	88	88		
Human Resource Utilization	Pearson Correlation	.400**	.504**	1	
	Sig. (2-tailed)	.000	.000		
	N	88	88	88	
Resources Mobilization	Pearson Correlation	.555**	.485**	.534**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	88	88	88	88
Performance	Pearson Correlation	.628**	.595**	.576**	.607**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).

Results in Table 6 indicated the correlation results between strategic focus and the sustainability of community based organization. The findings disclosed a positive and significant connection between strategic focus and sustainability of

community based organization ($r=0.628, p=0.000$). This means that both strategic focus and sustainability of community based organization change in the same direction. Further, the correlation coefficient of 0.628 revealed a strong

association between strategic focus and sustainability of community based organization.

Results indicated the correlation results between technology adoption and the sustainability of community based organization. The results revealed that there is a positive and significant association between technology adoption and sustainability of community based organization ($r=0.595$, $p=0.000$). This means that both technology adoption and sustainability of community based organization change in the same direction. Further, the correlation coefficient of 0.595 revealed a moderate association between technology adoption and sustainability of community based organization in Kakamega.

Results indicated the correlation results between human resource utilization and the sustainability of community based organization. The results revealed that there is a positive and significant association between human resource utilization and sustainability of community based organization ($r=0.576$, $p=0.000$). This means that both human resource utilization and sustainability of community based organization change in the same direction. Further, the correlation coefficient of 0.576 revealed a moderate association between human resource utilization and sustainability of community based organization in Kakamega.

Results indicated the correlation results between resource mobilization and the sustainability of community based organization. The results revealed that there is a positive and significant association between resource mobilization and sustainability of community based organization ($r=0.607$, $p=0.000$). This means that both resource mobilization and sustainability of community based organization change in the same direction. Further, the correlation coefficient of 0.607 revealed a strong association between resource mobilization and sustainability of community based organization in Kakamega.

Multiple Regression Analysis

Objective of this study sought objective of the study was to investigate the influence of organizational strategies implementations on sustainability in community based organization in Kakamega. This was achieved by carrying out standard multiple regression. The study was interested in knowing the effect of each of the organizational strategies implementations constructs on sustainability of community based organization in Kakamega County when all these constructs were entered as a block on the model. The results of multiple linear regression analysis were presented in Table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change
					R Square Change	F Change	df1 df2	
1	.758 ^a	.574	.554	.475319	.574	28.007	4 83	.000

a. Predictors: (Constant), Resources Mobilization, Technology Adoption, Human Resource Utilization, Strategic Focus

Table 8: ANOVA Results

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression		25.310	4	6.328	.000 ^b
	Residual		18.752	83	.226	
	Total		44.062	87		

a. Dependent Variable: Sustainability of community based organization

b. Predictors: (Constant), Resources Mobilization, Technology Adoption, Human Resource Utilization, Strategic Focus

Table 9: Coefficients on effect of Organizational Strategies Implementations

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
(Constant)	-.641	.396		-1.617	.110
Strategic Focus	.383	.123	.296	3.112	.003
Technology Adoption	.241	.116	.196	2.068	.042
Human Resource Utilization	.230	.086	.241	2.689	.009
Resources Mobilization	.271	.118	.219	2.301	.024

a. Dependent Variable: Sustainability of community based organization

A regression of the four predictor variables against sustainability of community based organization established the multiple linear regression model as below.

$$Y = -0.641 + 0.383 X_1 + 0.241 X_2 + 0.230 X_3 + 0.271 X_4$$

Where Y is the dependent variable (sustainability of CBOs),

X₁ is Strategic focus

X₂ is Technology adoption

X₃ is Resource Utilization

X₄ is Resources mobilization

Hypotheses Testing

Hypothesis testing was performed using the normal regression of the least square. The acceptance/rejection criteria was that if the calculated t statistics were higher than the critical t statistics (1.96), the H0 would be rejected but the H0 would not be rejected if it was less than 1.96.

H0₁: Strategic focus does not significantly influence sustainability of community based organization

The null hypothesis was that strategic focus did not have a significant influence on sustainability of community based organization in Kakamega County. The calculated t value of 3.112 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus strategic focusing does significantly influence sustainability of community based organization.

H0₂: Technology adoption does not significantly influence sustainability of community based organization

The null hypothesis was that technology adoption did not have a significant influence on sustainability of community based organization in Kakamega County. The results showed that the calculated t value of 2.068 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the technology adoption had a significant influence on the sustainability of community based organization in Kakamega County.

H0₃: Human resources utilization does not significantly influence sustainability of community based organization

The null hypothesis was that human resource utilization did not have a significant influence on sustainability of community based organization in Kakamega County. Results showed that the calculated t value of 2.689 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the human resource utilization had a significant influence on the sustainability of community based organization in Kakamega County.

H0₄: Resource mobilization strategies do not significantly influence sustainability of community based organization

The null hypothesis was that resources mobilization did not have a significant influence on sustainability of community based organization in Kakamega County. Results showed that the

calculated t value of 2.301 was higher than the critical t value of 1.96 at significance level of 5 percent. The null hypothesis was thus dismissed and thus the resources mobilization had a significant influence on the sustainability of community based organization in Kakamega County.

CONCLUSIONS AND RECOMMENDATIONS

From the findings, the study concluded that strategic focus had a positive and significant influence on the Sustainability of community based organizations in Kakamega County. The univariate regression results showed that strategic focus had a positive and significant influence on Sustainability of community based organizations in Kakamega County. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the null hypothesis of no significant influence of strategic focus on the Sustainability of community based organizations in Kakamega County was rejected.

The study also concluded that technology adoption had a positive and significant influence on the Sustainability of community based organizations in Kakamega County. The univariate regression results showed that technology adoption had a positive and significant influence on Sustainability of community based organizations in Kakamega County. The overall regression results also found a positive and significant influence of technology adoption on organizational performance. Following the regression results, the null hypothesis of no significant influence of technology adoption on the Sustainability of community based organizations in Kakamega County was not accepted.

Further, the study concluded that human resource utilization had a positive and significant influence on the Sustainability of community based organizations in Kakamega County. The univariate regression results showed that human resource utilization had a positive and significant influence on Sustainability of community based organizations

in Kakamega County. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the study failed to accept the null hypothesis of no significant influence of human resource utilization on the Sustainability of community based organizations in Kakamega County.

In addition, the study concluded that resources mobilization has a positive and significant influence on the Sustainability of community based organizations in Kakamega County. The univariate regression results showed that resources mobilization had a positive and significant influence on Sustainability of community based organizations in Kakamega County. The overall regression results also found a positive and significant relationship between the two variables. Following the regression results, the null hypothesis of no significant influence of resources mobilization on the Sustainability of community based organizations in Kakamega County was rejected

The study recommended that management of community based organizations should develop a clear long-term strategic focus of the CBO, rally support and commitment from the members to believe and pursue the strategic direction fervently and translate the generalities of the vision into specific targets for all divisions in the CBO. This would ensure Community based organizations are able to achieve institutional, programmatic as well as financial sustainability.

The national government should subsidize the costs of the technological devices and infrastructure meant for the CBOs by waiving the taxes as most of the CBOs are not very sound financially; especially if they are in their formative stages. CBOs should allocate a budget to adopt appropriate technology to enhance their sustainability. The CBOs should use technology to aggressively look for donor funding in order for them to improve on their programmatic sustainability.

CBO are a resource for the development sector and if utilized well they have the capacity to influence growth and development in country. Development agencies and partners should go beyond provision of capital resources to the poor but also build their capacities in skills and knowledge in order for the poor to utilize their resources effectively. Further, the management should place staff according to their skills and competencies in the various parts of the CBO to help them achieve institutional sustainability.

The personnel of community based organizations in Kakamega County should be well trained on resource mobilization in order for them to enhance their capacity to enhance resource mobilization capabilities. CBOs management team should maintain proper policies to enhance on resource mobilization especially in regard to financial sustainability. They should not over rely on external sources but optimize and strengthen their internal sources of finance to enhance their financial sustainability.

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Areas for further studies

The study has expanded the knowledge on the relationship between organizational strategies implementations and sustainability in community based organization and it has further contributed to existing literature on organizational strategies implementations and sustainability. The study recommended that researchers should focus on developing theories and conceptualization models on organizational strategies implementations and sustainability that will enhance the knowledge on organizational strategies. This will be more prudent than relying on theories from specific contexts.

Future studies may consider a moderator when conducting a study on organizational strategies implementations. Such moderators may include government policies to ascertain their moderating effect. The studies may also include both moderating and intervening variables to check on their influence on the relationship between organizational strategies implementations.

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