ROLE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF UNITED NATIONS DEVELOPMENT PROGRAMME IN MOGADISHU, SOMALIA

Slabbert, A. H., & Mukhongo, A.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 5, Iss. 2, pp 311 – 334, April 11, 2018. www.strategicjournals.com, ©strategic Journals

ROLE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF UNITED NATIONS DEVELOPMENT PROGRAMME IN MOGADISHU, SOMALIA

Slabbert, A. H.,[*1] & Mukhongo, A.[2]

[*1]Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya
[2]Jomo Kenyatta University of Agriculture and Technology [JKUAT], Mombasa, Kenya

Accepted: April 8, 2018

ABSTRACT

The purpose of this study was to ascertain the role of strategic management practices on the organizational performance of UNDP in Mogadishu. Specifically, the study was seeking to determine the role of strategic planning practices, ascertain the role of strategic corporate governance practices, find out the role of strategic total quality management practice and assess the role of strategic leadership practice on the performance of United Nation Development Programme Somalia. The efforts spent in this process produced the desired rewards in making the objectives attainable and its mandate legitimate. The study based itself on the agency theory which holds that there is separation of management (agents) from owners (Principals) of organization and contingency theory which holds that contingent factors such as technology, culture and the external environment influence the design and function of organizations. The study adopted a descriptive research design which provides qualitative and quantitative descriptions of the trends, attitudes and perception of the population UNDP with a population of 114. A sample of 89 was derived and respondents interviewed to get responses by use of questionnaires as an instrument of collecting data. Data was analyzed by use of SPSS V23 to find the relationships and averages of the data in addition to graphical and tabular presentations for understandable presentation. The study indicated that there was a positive and significant relationship between performance and Strategic Corporate Governance Practice (0.000) <0.005.There was also a positive significant relationship between TQM (0.005) <0.005. The study also indicated that there was no significant relationship between Strategic Management Planning Practice and performance (0.261) >0.005 and no significant relationship between Strategic Leadership Practice and performance (0.395) >0.005

From the findings coefficient of determination, R^2 was 0.980 which indicated that 98.0% of variance was attributed to combination of the four independent factors investigated in this study which were strategic planning, strategic corporate governance, strategic total quality management, and strategic leadership.

Key Terms: *Strategic management practices, Strategic Planning practice, Strategic total quality management practice, Strategic corporate governance practice*

INTRODUCTION

Strategy and Strategic management have been subjects of study by several scholars. Its importance is drawn from the contribution it makes to the success of organizations, be it profit making or not for profit organizations such as customs department. Considering its contribution on a global perspective, (Cassidy, 2006) and (Gates, 2010) asserts that, a classic strategic planning process scrutinizes an organization's contemporary situation and capabilities (the present situation), contemplations about how the organization would like to grow (the desired future), its targets as an organization (what it will strive to do), and its intents for moving forward (how it will move forward) (Theuri, 2015).

Still taking a global perspective, a strategy according to (Alchian & Harold, 2012), on its own is directional in nature; and even though descriptions and analysis of the current situation are included, the strategic plan doesn't simply advocate the status quo, it directs a change of some kind Scrutinizing the role strategic management plays in organizational goals achievement and performance, (Marilen , Nicolescu, & Claudiu, 2009) have this to say. That there is a very important relationship between strategic planning and performance management. Performance management is really about setting and achieving goals at the employee level, and identifying and fixing barriers related to achieving those goals. But where do the goals come from? That's where strategic planning comes in. Strategic planning (and also tactical planning), are methods a company, and its individual work-units define their goals and objectives. In turn, those goals and objectives are used to determine and analyze the goals and objectives of each employee in a work unit. This is called cascading of goals. When done properly, setting employee goals should rely on the goals of the particular work-unit, which gets its goals from the planning done by the next bigger work unit, and so on. That's why the setting of individual goals and objectives should be done once the goals and objectives of the work-unit are established. No enterprise will be successful today without a solid, integrated strategic plan driven by a clear vision and supported by a strong performance management system.

African scholars, taking the African perspective of strategic Management, such as (Theuri, 2015) And (Zafar, Babar, & Abbas, 2013) define strategic management process as an instrument that has been successfully used by poorly performing firms so as to prepare for future challenges and hence improve long-term performance. According to (Tim, 2006), strategic management is a process where an organization develops its strategies, starting with vision and mission statements made tangible as organization-wide goals and objectives (Zafar, Babar, & Abbas, 2013) Maintain that Once a firm's direction (goals and objectives) is specified, strategic management advances through strategic analysis and planning, plan formulation and implementation, and eventually monitoring and evaluation (Theuri, 2015).

Again African scholars maintain that, a strategic plan is built on a thorough analysis of the organization's existing structure, governance, staff, program or service mix, collaborations, and resources (financial, human, technical and material) (Theuri, 2015). She adds, a well-developed strategic plan serves as a blueprint for making these changes because it describes the following: A vision for the future, strengths and weaknesses of the organization, the nature of the changes contemplated for future sustainable growth and development, the sequence of these changes, those who are responsible for guiding change, the resources required, whether they currently exist within the organization or must be generated from external sources. Strategic plans must also be systematically reviewed and revised so they remain topical, relevant and “cutting edge”. The whole organization must embrace the plan so that the “daily decisions are then made on the basis of the plan, which must be both practical- based upon your organization’s mission – and flexible, to allow for rapid change.”

Considering strategic management in the Somali perspective, despite limited research work done in this country, strategic management practices may be vital to the satisfactory performance of the state institutions, according to (Omar, 2005). This study shall render itself to the detailed investigation of the role of the strategic management process and how it will lead to attainment of the UNDP objectives, goals, mission and vision for that matter.

The outcome of the 2016 electoral process in Somalia, with a peaceful transition of power and a vastly renewed Parliament provides an opportunity for fresh engagement. However challenges remain. As an immediate priority, the country faces a risk of famine due to an extended drought, which poses a serious risk of reversing political and security gains made so far. A whole-of-UN effort is being mobilized and implemented in response.

The strategic assessment has established a set of priority objectives for peace consolidation to guide the work of the UN in Somalia and, in particular, help define the specific role of UNSOM for the next four years. The priority objectives take into account the President’s overall vision and priorities for Somalia, and will be adjusted as required based on further engagement with the federal government. While the assessment is aimed at planning and configuration for the UN in Somalia for the next four years, the UN should also maintain a longer term view, aligned with the 2030 agenda.

Based on the progress made since the establishment of UNSOM in 2013, and the outlook for the next four years, the UN needs to continue its engagement in Somalia, maintaining a more appropriate balance between the federal government in Mogadishu and the existing and emerging federal member states (FMS). The UN should continue its facilitation role to enable the building of consensus among Somalis across a wide range of areas, including political, security and service delivery. This should be translated into specific outcomes and deliverables that can be achieved through the UN coordinating international support and building partnerships with national, UN and international actors. A more flexible and diversified approach to the UN presence in Somalia, informed by a realistic outlook of the operational environment, is required.

In terms of priorities, the UN should take stock of the new federal map and engage with the FMS in a more structured manner, including on the basis of a revised UNSOM mandate that reflects the progress on federalism so far. The UN should continue efforts to deepen the federalism project, assisting in defining the roles and responsibilities of federal and state entities, and building the capacity of institutions at both levels to effectively deliver. Somali security institutions are a special focus in this regard, in light of a transition from AMISOM in the coming years. The UN also has an important role to play in support to the revision of the Constitution and to enable Somalia to hold elections in 2020. The high levels of violence, and the likely continuation of a number of armed conflicts, with Al-Shabaab and also between clans, must be acknowledged. Preventing, mitigating and responding to inter-clan conflicts should now be a UN system-wide priority, through promoting conflict resolution and reconciliation, including through a strengthened good offices role for UNSOM.

Statement of the problem

Organizations from both the private and public sector are increasingly embracing the practice of strategic planning in anticipation that this would translate to improved performance. This study sought to examine the role of strategic management practices and organization performance, giving attention to the strategic planning steps including organization's corporate purpose, scanning environment, identification of strategic issues, strategy choice and setting up implementation, evaluation and control systems. Most NGOs experience challenges in resource constraints, institutional and capacity gaps including poor leadership and governance in implementing strategies. Strategic plans remain blue prints with less impact in their realization. The major question surrounding strategic management is to offer an explanation on why organizations differ in their output while operating in the same business environment. There is no conclusive established framework that completely explains the source of variation in organizational performance. Differences in institutional performance can partly be explained by a number of factors key among them resources of a firm (Helfat & Peteraf, 2003), the external environment (Bourgeois, 1980) and continuous innovation that keep a firm a head of competition (Chesbrough, 2003).

Several studies have been conducted on the relationship between strategic planning and organizational's performance in Non-Governmental Organizations in Kenya. Muturia (2009) studied multi-dimensional strategic planning practices and firm performance. Arasa (2008) carried out a research on strategic planning, employee participation and firm performance in Kenya's insurance industry. Ong'ayo (2012) carried out research on employee perception of the influence of strategic planning on organization performance at the ministry of foreign affairs, Kenya. There is no single study which has been undertaken on the role of strategic management practices on organizational performance in non-governmental organizations, and especially in regard to UNDP Somalia. This study therefore is meant to establish the role of strategic management practices on organizational performance in UNDP Somalia. The knowledge gap necessitated this research study conducted on strategic management practices and their role organization's performance in non-governmental organizations and in particular UNDP Somalia.

Research Hypothesis

H_{O1}: There is no significant effect on the role of strategic planning on the performance of United Nations Development Programme in Mogadishu, Somalia

H_{O2}: There is no significant effect on the role of strategic corporate governance on the performance of United Nations Development Programme in Mogadishu, Somalia

H_{O3}: There is no significant effect on the role of strategic total quality management on the performance of United Nations Development Programme in Mogadishu, Somalia

H_{O4}: There is no significant effect on the role of strategic leadership on the performance of United Nations Development Programme in Mogadishu, Somalia

RELATED LITERATURE

Theoretical Review

The Resource-Based Theory

The pursuit of competitive advantage is indeed an idea that is at the heart of much of the strategic management literature (Barney, 2007; Porter and

Kramer, 2006; Liao and Hu, 2007). Understanding sources of sustained competitive advantage has become a major area of study in strategic management (Porter, 1991; Barney, 1991; Peteraf, 1993). In 12 resource based view the resources determines the advantage and the overall performance an organization can achieve (Barney, 1986, Peteraf Also Bergen, 2003). Looking on the presumptions that vital assets would heterogeneously be disseminated crosswise over organizations, and that these contrasts need to be stable overtime, Barney (1991) analysed the interaction between firm assets and managed aggressive focal point. Four experimental indicators of the possibility for firm assets will produce maintained focused point might be value, rareness, inimitability, and non-substitutability. According to Barney, (1991) the resources that enables a firm to compete favourably are firms capabilities, internal processes, knowledge expertise, and attributes. For firms to favourably compete in the business environment then they have to adopt unique strategies that out do the competitors. Currently several theories have come up and gained enormous popularity in trying to explain how firm gain competitive advantage over others. This includes resource-based theory which was authored by Wernerfelt in 1984. The importance of the theory gaining prominence earned him a lucrative prize (Strategic Management Journal best paper). Other scholars have argued that competitive advantage theory which is grounded on resource based view had simple interpretation and assumes that for a firm to continuously enjoy their competitiveness it has to place their focus on how they have managed to attain their attributes so as to consistently maintain their standards. In that regard we can conclusively say that resource based theory has equipped us with the necessary understanding of the factor that impact on the sustainability of the competition of the firm. Even though, there has been controversies associated with RBV and its applicability many still belief that it is conceptualized rather than giving an empirical evidence therefore there is need to dwell on understanding how to clarify the remnant in the field. (Fahy, 2015). RBV has raised numerous discussions, one of which was on the year 2014 during Academy of management review. An almost exhaustive interrogation was done by Buttler and Priem (2001), and his fellow counterpart Barney (2001) who rigorously debated the importance of RBV, and its suitability on attaining competitive advantage in terms of value structures and processes.

Strategic Fit Theory

This theory, also known as best fit strategic management or strategic decision theory, explains that there are no universal prescriptions of strategic management practices. Wright and Snell (2005) argue that the application of strategic management practices depends on the parastatal's context, business strategy and culture. The proponents of this theory further observe that strategic management practices would be more effective only once they are rightfully integrated with specific parastatal and environmental understanding. Strategic fit theory elaborates the significance of making sure that strategic management practices are rightful to the circumstances of the parastatal such as culture, external environment and operational processes. The strategic management practices must consider the specific requirements of both the parastatal and its stakeholders. The strategic fit theory is also called structural contingency theory which explains the idea that there is no one or single best way to manage organizations but organizations should always establish managerial strategy owing to the situation and condition the organization is experiencing (Donaldson & Luo, 2009).

Little (2006) observes that the environment always posed certain requirements which forced the organization to come up with efficiency and innovation in its operations in order for it to survive and prosper. According to Cutler (2006), this ultimately led the firm's management to adopt a strategy for the firm which somehow reflected the environment and at the same time was part of a managerial statement of the firm's objectives given the comparative advantage of the firm and that was performance of CSR. Donaldson (2006) explains in that theory that when managers made decisions concerning performance of CSR, they always considered all aspects of the existing situation and took action on those aspects that was crucial to the circumstances at hand. It is further argued that the managers took whatever management decision, including performance of CSR, depending on the situation at hand.

The theory further presupposes that the best thing to do at a time depended on the situation. Parastatals adopted organic structures to enhance their performance of CSR in environments characterized by high uncertainty but were less beneficial to parastatals in a highly stable and simple environment which required mechanistic structure. Successful performance of CSR required stable relationships with buyers, suppliers and strategic partners. Aina (2002) concludes that factors which determined variations in management principles and performance of CSR include technology adopted, goals and objectives, history, size, ownership pattern of the parastatal, the environment of the parastatal and the people. It was noted that management situations were not the same and are not universal, but was approached based on the circumstances surrounding it. Little (2006) argues that the adaptive cycle was called the structural-adaptation-to regain-fit model (SARFIT) which explained that a firm was always initially in fit, then increased in contingency variable which produced misfit and reduced performance, and then structure was changed adaptively from misfit to a new fit which restored equilibrium and facilitated performance of CSR. Barney and Delwyn (2007) observe that the application of the strategic fit concept helped firms to manage their resources more efficiently so that they could reduce operational costs as well as respond 30 effectively to environmental threats and new opportunities via performance of CSR. Kotler and Lee (2005) conclude that changes in contingencies gave rise to a set of pressures to which structure is adapted in the long run through performance of CSR. According to Burton et.al, (2006), parastatals needed to get away from the mechanistic to organic structures for them to respond to performance of CSR because of market changes in the environment. Donaldson and Luo (2009) observe in that theory that parastatals moved from their disequilibrium through investing surplus resources from the fit based on higher productivity to improve performance of CSR. Similarly, Klaas, Lauridsen, and Hakonsson (2006) argue that a parastatal in a fit enjoyed higher performance and generated surplus resources which led to expansion and performance of CSR. Hence for parastatals to manage their resources more efficiently, respond to environmental change and take advantage of new opportunities, they must embrace the strategic fit concept through strategic management practices.

Stakeholder Theory

This theory rotates on the issues regarding the stakeholders in a parastatal and it provides that a parastatal should seek to give a balance between the interests of its diverse stakeholders so as to ensure that each interest constituency gets some levels of satisfaction. The stakeholder theory is a theory of firm management and business ethics that explains morals and values in managing parastatals (Bondy et.al., 2011). Stakeholder theory is a mirror image of performance of CSR. This theory explains the parastatal behavior by integrating observed performance of CSR with observed economic performance (Mansell, 2013). Therefore, this theory attempts to explain the relationship of the parastatal to its external environment and its behavior within this environment. Stakeholder theory argues that parastatals need to pay attention to all their stakeholders such as customers and community. This is to say that stakeholder theory is consistent with value maximization or value seeking which means that managers should consider all constituencies that can affect the parastatal (Laplume et.al., 2008).

Customers wish for low prices, high quality and expensive service. Suppliers of capital want low risk and high returns. Communities want high charitable contributions and social expenditures by Parastatals to benefit the community at large. Hence, any decision by the Parastatal has to specify how to make the tradeoffs between these conflicting and inconsistent demands (Johnson, Scholes,& Whitting, 2008). Robins (2008) argues in this theory that the performance of CSR depends solely on how well are managed associations with major groups such as customers, employees, suppliers and other key community firms with which it cooperates. Each of these groups is seen as a group with some stake in the activities of the parastatal. Therefore, from the perspective of this theory, the work of the manager is to support all the key groups by aligning their differing interests that need to create the parastatal to be a venue where stakeholders' interests can be collectively maximized incrementally. According to Miles (2012) stakeholder theory argues that there are other parties which are important and the parastatal has a binding duty to put their requirements first and to increase value for them besides the owners or shareholders as seen in the traditional view of a parastatal.

These other parties include employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, trade unions, and competitors. Therefore, parastatals should give due regard to the interests of these groups which the stakeholder theory lists and describes as being affected by or affect the parastatal's actions. The stakeholder theory confirms that those external and internal actors whose lives are affected by a parastatal hold a right and obligation to participate in managing it and contribute to corporate decisions. Therefore, the stakeholder theory obligates parastatal directors to appeal to all sides and balance everyone's interests and welfare by maximizing benefits across the divide of those whose lives are touched by the parastatal. The final purpose of the stakeholder theory is to obtain a win-win outcome in a medium to long term perspective (Friedman &Miles,2006).Hence, stakeholder management entails allocating Parastatal resources in a manner which considers the effect of those allocations on various groups within and outside the parastatal (Mitchell &Cohen, 2006).

In addition, stakeholder theory widens the shareholder model by recognizing the legitimate claim of shareholders, but challenges the notion that shareholders were the only claimants over the interests of other legitimate claimants (Fassim, 2008). Enz (2008) concludes that firms which do not include their primary stakeholders' interests within their performance of organization challenge their long term survival. Therefore, parastatals should endeavor to obtain profits while at the same time achieving in a good way the legitimate claims of their stakeholders. Angle (2008) argues that the stakeholder theory does not have an aim of changing the focus of parastatals away from the market place achievements toward human decency but to establish the understanding of business in which these aims and goals are connected and mutually reinforcing. Understanding the interests of stakeholders is very important in parastatal management and therefore government responsiveness to these interests and the interests of society in general are fundamental to service delivery and performance of organization. Information gathering is critical and must be ongoing to facilitate performance of organization.

Conceptual Framework

Independent variables **Dependent variables**

Figure 1: Conceptual Framework

Review of variables

Strategic Planning

Strategic planning is one such driver that drives parastatals towards proactive organizational performance through creating awareness of and formulates responses to parastatals' stakeholders, hence enabling performance. Strategy planning according to McWilliams et. al., (2006) is viewed as a critical way that the parastatals use to address the stakeholders to analyze their expectations. Schmidheiny (2006) notes that the anticipation of changes in social trends and values improves business intelligence which is always a critical element for innovation. Therefore, a parastatal should anticipate the social needs by engaging stakeholders effectively and adapt to emerging societal expectations of the poor and preempt the competition in reaching the undeserved segment of the market (Hart & Sharma, 2004). Harrison, Bosse, and Phillips (2010) narrate that firms analyzed the environment which enabled them to account for issues of government regulations, social nature, communities and societies, and hence established the right responses.

Glaister, Dincer, Tatoglu, and Demirbag (2009) observe that Strategic planning practice was the articulation and elaboration of strategies or visions that already existed. Harrington et. al., (2004) conclude that a firm's strategic planning practice guided all 44 those activities necessary to adapt the environment and also including those associated with performance of organizations. Santos (2011) explains further that formal strategic planning enabled the management in establishing right and proper strategic path for parastatals as a whole. Slater, Olson, and Hult(2006) observe that an active and systematic assessment of environmental conditions was very important for actualizing organizational performance since formal analysis of external and internal environments generated information that enabled top level management taking proactive actions in uncertain environments. Ghobadian, O'Regan, Thomas, and Liu (2008) argue that by assessing the external environment, some issues of non-market nature related to firms' formal strategic planning practices were found. The issues included behaving socially responsible towards communities and natural environment. O'shannassy (2003) asserts that parastatals always analyzed internal stakeholders in their strategic planning. For instance, when parastatals were regularly engaging their employees in strategic discussions as a part of formal planning process, they were likely to develop such strategies and practices that increased the chance of social responsibility of parastatals towards their internal stakeholders (Covin & Miles, 2007).

Decision making on performance of organizations always involves environmental scanning, interpretation and learning. Managers scan the environment by collecting information from the actions of customers, suppliers, competitors and regulators. Therefore, managers use their structures and past experience to make decisions about performance of entities. Galbreath (2010) argues that when different functions interact with various stakeholders, they get information on the stakeholders' individual needs. Miles, Munilla, and Darroch (2006) concur that since organizational performance was multifunctional in nature, integration in various functional areas helped formal strategic planning processes to provide the essential knowledge in establishing strategies. Galbreath (2010) further illustrates that the line managers, middle and top level management personnel are very important in collecting, processing and disseminating information on employees, customers and market trends as well as an additional knowledge could be received from outside consultants and experts to establish strategies that meet objectives. Slater et. al., (2006) note that formal strategic planning practices were very important preconditions for efficient performance in all parastatals. Formal planning process is a strategic management and prerequisite of quality models. Parastatals should carry out an internal (firm) and external (market) analyses to understand stakeholders' needs and then incorporate them in their performance of strategies. The analysis provides information to explain the actions such as to satisfy stakeholders. This is a technique to establish practices exhibiting responsible care of stakeholders like employees. Pedersen and Neergard (2008) provide that mission, vision and values might incorporate social and ethical issues.

Strategic Corporate Governance

Organizations have exhibited an increasing interest in corporate governance and performance of in the recent past. According to Jamali et. al., (2008) performance was an extended model of corporate governance and therefore to be successful in performance of firms, an organization was successful in its corporate governance. Therefore, there was an overlap between corporate governance and performance of organizations because both concepts gave importance to the concepts such as accountability, transparency and honesty. Corporate governance dealt with the internal handling of a parastatal such as general business ethics and proper business guidelines, whereas performance complemented what corporate governance did by specifically dealing with the stakeholders such as the environment and the public. The corporate governance in organizations was developed on the framework of balancing the interests of a variety of key groups such as employees, managers, creditors, suppliers, customers and community (Solomon & Solomon, 2004). Corporate governance affected all activities of the organization that either produced goods or provided services (Satrirenjit, Alistair, & Martin, 2012). Organizations were governed well in order for them to achieve their objectives.

Del Baldo (2012) observes that the concept of corporate governance gained prominence because of the stock market crashes in different parts of the world and in the aftermath of failure of some corporations (such as Enron and WorldCom) due to financial scandals which caused the loss of trust in 41 systems that were in place and therefore it became very difficult for parastatals to ignore their ethical responsibilities and good corporate governance practice. Adams (2002) notes that for organizations to run well, managers were to run them while boards were to ensure that organizations were run effectively and in the right direction. It has been acknowledged by Clarke (2004) that improved corporate governance was critical for the growth and development of the Kenyan economy. Many other studies had revealed that there was links between the performance of the organization and the governance practices of their boards (Kiel & Nicholson, 2002). Other studies carried out in the US by Gompers, Ishii, and Metrick (2003) established a strong relationship between good corporate governance practices and shareholder performance. On the same note, the study revealed that two-thirds of investors were prepared to pay more for shares of the companies that had good corporate governance practices.

Walls et. al., (2012) note that corporate governance and performance are increasingly becoming linked together and subsequently this increases the level of internal orientation in respect to performance matters. Monks (2002) observes that corporate governance framework included greater use of independent directors, access to outside advice for boards, review of board and executive remuneration and limitations on the power of CEOs. It was noted that corporate governance played a major role in the management of performance of firms. Organization were meant to serve a broader social purpose than just maximizing the wealth of shareholders. Organizations were social entities that affected the welfare of many stakeholders where stakeholders were groups or individuals that interacted with a parastatal and that affected or was affected by the achievement of the parastatal's objectives (Noland & Phillips, 2010). Ulrich (2008) asserts that stakeholders could be instrumental to a parastatal's success and had moral and legal rights. Therefore, Smith (2005) concludes that when stakeholders got what they wanted from a firm, they returned to the firm for more. It was also purported that the corporate leaders considered the claims of stakeholders when making decisions and conducted business responsibly towards the stakeholders (White, 2009). It was noted that corporate scandals were as a result of failure by organizations to consider stakeholder concerns in decision making (Watkins, 2003). Participation of stakeholders in organizations decision making could enhance efficiency and reduce conflicts (Berkhout & Rowlands, 2007). Corporate governance structures influenced top level executives in determining and developing strategies related to performance of CSR.White (2009) mentions that good governance consisted of responsibility and due regard to the wishes of all stakeholders and ensuring parastatals were answerable to all stakeholders.Ho (2005) notes further that good corporate governance practices enhanced organizational competitiveness and hence good financial and organizational performance.

Strategic Total Quality Management

Billing (2004) notes that STQMP was a comprehensive and structured approach to organizational management that sought to improve the quality of products and services through ongoing refinements in response to continuous feedback. Therefore, total quality management practice considered customer satisfaction, participatory management and results orientation. As a model, it provided a set of methods and practices that were appropriate at all levels of management. It is evidenced that the level of development in parastatals is positively influenced by STQMP implementation. Zink (2007) in his works suggests that STQM models facilitate the effective performance of organizations. Wang, Chen and Chen (2012) observe that the synergy of STQMP and organizational performance and their effect on stakeholders and the performance of an organization contribute to their value addition. Therefore, STQMP can stimulate the performance of organizations. Hence, when organizations comprehend this linkage, they can be encouraged to rethink their attachment to STQMP and performance so as to enhance corporate sustainability. Barrett (2009) argues that managers should think twice before engaging in STQMP and performance of organizations.

Pedersen and Neergaard (2008) narrate that STQMP and performance of organizations is compatible. On the other hand, Barrett (2009) sees the linkage between STQMP and performance of organizations as incompatible. However, Castka and Balzarova (2007) observe that STQMP can be re-engineered to be compatible with performance of organizations. According to MacAdam and Leonard (2003), STQMP can enhance the performance of organizations. This is because the ethical values and principles of STQMP are quite the same as the ones supporting the performance of organizations. Hence, the compatible ethical values facilitate a common foundation for the STQMP and performance of organizations. This reasoning also advances an argument that the ethical values in the performance of organizations also enhance STQMP. Additionally, performance of organizations and STQMP both originate from similar ethical foundations and need the same organizational climate and culture. The similarity of values found in STQMP and performance of organizations CSR allows them to co-exist and hence avail conditions which support a strategic alliance between them. Zink (2007) reasons that the moral factors that enhance STQMP also enhance performance of organizations. Similarly, Kaynak and Hartley (2008) observe that STQMP has a basis similar to that of performance of organizations since they both have ethical anchors. Hoang et.al., (2010) explain that STQMP has been beneficial to organizations because of improved quality of products and services, provision of superior quality products to their clients, and facilitating an increased performance of organizations of a firm. Parasuraman (2010) argues that organizations need to consider the common grounds between service productivity and quality. Hence, STQMP is now one of the key factors of the current cut throat competition (Almansour, 2012).

According to Bon and Mustafa (2013) there are various STQM practices and each firm relies on a different set according to its nature. Bon and Mustafa (2013) noted; top management leadership, employee involvement, employee empowerment, customer focus, training, information analysis and continuous improvement as the seven practices of STQM. Similarly, studies of Zehir et. al., (2012) considered; leadership management, employee management, customer focus, factual approach to decision making, supplier management, continual improvement, system approach to management and process management as the dimensions of STQM. However, in this study the STQMP that was chosen for the organizations are: customer focus, continuous improvement and process orientation and supplier management. These practices are considered as key practices of STQM in both product and service industries (Sweis et.al., 2013). Current studies like Kassim and Abdullah (2010) have emphasized the key role of customer focus to develop performance of organizations. Fotopoulos and Psomas (2010) study also highlights that customer focus is positively and significantly related to the performance of of the organization. Similarly Chen et. al., (2012) concluded that well developed association with customers can increase performance of organizations. Additionally, Dadfar et.al., (2013) established that it was essential to construct a good association with the customer and the parastatal so as to facilitate an efficient coproduction together. Therefore, focusing on the customer enhances the performance of organizations and also STQM has a positive relationship with customer focus (Lukasz & Kristensen, 2012). Performance helps organizations to deal with the demands and expectations of stakeholders including customers (Waddock & Bodwell, 2004). According to Knouse et.al., (2009), customer complaints and defects require a degree of honesty with customers. Hence, being honest with customers and creating trusting relationships with customers is a channel to obtain good profits. Therefore, recognition of customers brings with it certain ethical and social responsibilities that may not be readily apparent.

Strategic Leadership

Strategic leadership practice has been said to be an important strategy for leading 21stcentury organizations. This argument has been so due to the unpredictable environments in which most organizations (for-profit and not-for-profit alike) find themselves in. A number of scholars have defined strategic leadership practice as a leader's ability to anticipate, envision, maintain flexibility, think strategically and work with followers to initiate changes that create a viable future for the organization (Ireland & Hitt, 2005; Serfontein, 2010; Jooste & Fourie, 2010). The available discussions on strategic leadership practice indicate that strategic leaders influence others, is futuristic and that the strategic leader holds both short term and long term goals simultaneously. A strategic leader possesses critical characteristics which include but not limited to future orientation, cognitive ability, ability to focus on the big picture, interpersonal relations, propensity to act and risk taking. Likewise, from empirical studies on strategic leadership practices, these practices are identified as involving determining strategic direction, exploring and maintaining unique core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balanced strategic controls (Jooste & Fourie, 2010).

In view of this, strategic leadership practices have been found to have positive effect on the organizational performance of not-for-profit organizations despite the lack of studies on this subject (Phipps & Burbach, 2010). Petrescu (2013) explored leadership challenges facing not- 5 for-profit organizations and established diverse challenges which require strategic leadership practices. From this, it can be said that not-for-profit organizations need effective strategic leadership practices to effectively achieve their mission and vision objectives. According to Kirimi and Minja (2010), strategic leadership practices are important because they shape the formation of strategic intent which influences successful strategic practices in an organization. This argument is also supported by Ireland and Hitt (2005) who observed that strategic leaders are important because they create organizational meaning and purpose. Strategic leadership practices enable organizational leaders to influence their followers to contribute effectively to the accomplishment of the goals and objectives of the organization (Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

Strategic leadership practices have also been argued as being able to lead to organizational performance for which it has also been averred that strategic leadership practice is equally fitting for not-for-profit organizations as they also require performance (Awan, Qureshi, & Arif, 2012). According to Kirimi and Minja (2010) organizations' failures results from the lack of strategic leadership practice which results from the leaders' failure to sell the organizations' vision to its followers, not being able to convince followers to be passionate about the organization and also failing to make employees loyal to the organizations' vision. This has led to scholars like Ahmed (2013) to argue that proper and effective strategic leadership will bring about performance in not-for-profit organizations.

Organizational Performance

Organizational performance is an organization's ability to achieve its goals by using resources in an efficient and effective manner (Daft & Marcic, 2013). In this view, achieving superior organizational performance is not a question of luck as it must be determined through strategic leaders' practices (Daft, 2011). Any challenge facing not for-profit organizations require strategic leaders to make the vital decision on how to move about it. Strategic leadership practices, skills and knowledge, not-for-profit organization leaders can realize the mission and objectives of their organizations. Not-for-profit organizations offer essential services to marginalized groups in the society despite the challenges they face while delivering these kinds of services. Not-for-profit organizations purpose is to fulfill a social mission through different activities and projects. This purpose makes these organizations. However, the special in the whole affair is the kind of leadership practice required to see this mission. In this view, strategic leadership practice has thus been identified in literature as being able to influence in improving for-profit organizations performance. In this regard, the current study assumes 12 that strategic leadership practices also have the potential to enable not-for-profit organizations to achieve their organizational performance.

METHODOLOGY

The study adopted a descriptive research design. This design provides qualitative and quantitative descriptions of the trends, attitudes and perception of the population by studying a sample of that population (Kothari, 2008). (Gadara, 2010) Holds that, descriptive designs are less expensive and can enable the researcher examine data from a wider area within a short time. A sample size of 89 as calculated by Slovene's formula (Obunga, 2015) below was sufficient to be representative of the population.

$$n = \frac{N}{1 + (Ne^2)}$$

N – The Number of the study, n – the sample size, e – standard error = 0.05

$$n = \frac{114}{1 + (114 \times 0.05^2)} = 89$$

The relevancy and relationships were determined by the simple regression analysis and correlation analysis techniques where

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \varepsilon$$

Y – Outcome as a result of changes in any or all the variables, x_1 to x_4 i.e. Organizational Performance

'a – is a constant, the results when all variables x_1 to x_4 are zero.

X_1 – Strategic Management Planning Practice

X_2 – Strategic Corporate Governance Practice

X_3 – Strategic Quality Management Practice

X_4 – Strategic Leadership Practice

'b_1 – b_4 – Regression coefficients

ε – Error term

RESEARCH FINDINGS

Strategic planning

Table 1: Strategic planning

	Minimum	Maximum	Mean	Std. Deviation
Strategic planning efforts guide necessary activities to adapt to the environmental issues to actualize organizational performance	1	5	4.05	.932
Systematic monitoring of environmental conditions is facilitated through the use of analytical techniques to actualize organizational performance	1	5	3.73	.887
Analysis of internal capabilities provides information to prompt us to action	1	5	4.25	1.193
Analysis of weaknesses generates information that guides our actions in uncertain environments to actualize organizational performance	1	5	3.86	.997
Valid N (listwise)				

In order to ascertain the role of strategic planning on the performance of United Nations Development Programme in Mogadishu, respondents agreed that strategic planning efforts guide necessary activities to adapt to the environmental issues to actualize organizational performance(M= 4.05 SD=0 .932) Respondent agreed that systematic monitoring of environmental conditions is facilitated through the use of analytical techniques to actualize organizational performance (M=3.73, SD=0.887) They further agreed that analysis of internal capabilities provides information to prompt us to action (M=4.25 SD=1.193) Finally respondents agreed that analysis of weaknesses generates information that guides our actions in uncertain environments to actualize organizational performance (M=3.86 SD=0.997) The study concurs according to McWilliams et. al., (2006) strategic planning is viewed as a critical way that the parastatals use to address the stakeholders to analyze their expectations. Schmidheiny (2006) notes that the anticipation of changes in social trends and values improves business intelligence which is always a critical element for innovation.

Strategic corporate governance

Table 2: Strategic corporate governance

	Minimum	Maximum	Mean	Std. Deviation
We have adopted mechanisms that safeguard the interests of the stakeholders to actualize organizational performance	1	5	3.61	.883
We have created board committees as mechanisms of corporate governance	1	5	3.81	1.001

We have created financial reporting practices as governance strategies	1	5	3.94	1.042
We have created stakeholder complaint channels as governance strategies	1	5	3.57	1.046
Valid N (listwise)				

The study sought to ascertain the role of strategic corporate governance on the performance of United Nations Development Programme in Mogadishu, Somalia respondents agreed that we have adopted mechanisms that safeguard the interests of the stakeholders to actualize organizational performance(M= 3.61 Sd=0.883) further they agreed that we have created board committees as mechanisms of corporate governance (M=3.81 SD=1.001) Respondents also agreed that we have created financial reporting practices as governance strategies (M=3.94 SD=1.042) Lastly respondents agreed that we have created stakeholder complaint channels as governance strategies (M=3.57 SD=1.046)

The stuydy agrees with Satrirenjit, Alistair, & Martin, (2012) who state that corporate governance affects all activities of the organization that either produced goods or provided services they further observe that organizations were governed well in order for them to achieve their objectives. Del Baldo (2012) further observes that the concept of corporate governance gained prominence because of the stock market crashes in different parts of the world and in the aftermath of failure of some corporations (such as Enron and WorldCom) due to financial scandals which caused the loss of trust in 41 systems that were in place and therefore it became very difficult for parastatals to ignore their ethical responsibilities and good corporate governance practice.

Strategic total quality management

Table 3: strategic total quality management

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Our strategic management initiatives are related to development of partnership with key stakeholders	79	1	5	3.96	.953
Our strategic management initiatives focus on meeting the needs of customers and other stakeholders	79	1	5	3.87	.979
Our strategic management initiatives integrate customer information	79	1	5	3.77	1.109
Our strategic management initiatives are designed to enhance the quality of customer interactions through business processes	79	1	5	3.54	1.023

Our strategic management initiatives focus on customer needs while designing business processes	79	1	5	3.61	1.114
Valid N (listwise)	79				

The study sought to determine the role of TQM on performance, respondents agreed that our strategic management initiatives are related to development of partnership with key stakeholders (M=3.96 SD=0.953) they also agreed that our strategic management initiatives focus on meeting the needs of customers and other stakeholders (M=3.87 SD=0.979) Respondents further agreed that our strategic management initiatives integrate customer information (M=3.77 SD=1.109) they also agreed that our strategic management initiatives are designed to enhance the quality of customer interactions through business processes (M=3.54 SD=1.023) Finally respondents agreed that our strategic management initiatives focus on customer needs while designing business processes (M=3.61 SD=1.114)

Wang, Chen and Chen (2012) observe that the synergy of STQMP and organizational performance and their effect on stakeholders and the performance of an organization contribute to their value addition. According to MacAdam and Leonard (2003), STQMP can enhance the performance of organizations. This is because the ethical values and principles of STQMP are quite the same as the ones supporting the performance of organizations.

Strategic leadership

Table 4: strategic leadership

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There is a written a mission statement that clearly outlines who we are, what we do and for whom.	79	1	5	4.23	.986
There is a robust and formal direction setting process (e.g. strategic planning) that results in clear strategic direction	79	1	5	4.20	.911
We carefully evaluate the capacity requirement for our programs, services and activities.	79	1	5	3.87	.939
Ethical adherence cultivates the right values for this organization	79	1	5	4.16	.883
Valid N (listwise)	79				

To determine the role of leadership practices on performance respondents agreed that there is a written a mission statement that clearly outlines who we are, what we do and for whom (M=4.23SD=0.986) Respondents also agreed that there is a robust and formal direction setting process (e.g. strategic planning) that results in clear strategic direction (m=4.20, M=0.911) Respondents further agreed that we carefully evaluate the capacity requirement for our programs, services and activities. (M=3.87,SD=.939) They also agreed that ethical adherence cultivates the right values for this organization (M=4.16, SD=.883) The study agree that strategic leadership practices have been found to have positive effect on the organizational performance of not-for-profit organizations despite the lack of studies on this subject (Phipps & Burbach, 2010) This argument is also supported by Ireland and Hitt (2005) who observed that strategic leaders are important because they create organizational meaning and purpose.

Performance

Table 5: Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
We regularly test our performance measurement to ensure they are generating meaningful and practical information.	79	1	5	3.70	.965
We regularly monitor and analyze our operating environment and use that information to determine activities.	79	1	5	3.68	.955
Our organizational goals and strategies are specific, measurable and manageable.	79	1	5	4.04	.884
We measure the performance of our staff/ volunteers through regular performance reviews.	79	1	5	3.78	1.009
We carefully monitor our organizational performance and provide reliable information to different stakeholders	79	1	5	3.87	.952
Valid N (listwise)	79				

From the table respondents agreed to the statement that they regularly test our performance measurement to ensure they are generating meaningful and practical information (M= 3.70, SD=0.965).Respondents agree that they regularly monitor and analyze our operating environment and use that information to determine activities (M=3.68, SD=0.955) Respondents further agreed that our organizational goals and strategies are specific, measurable and manageable (M=4.04, SD=.884) they also agreed that we measure the performance of our staff/ volunteers through regular performance reviews (M= 3.78, SD= 1.009) Finally respondents agreed that we carefully monitor our organizational performance and provide reliable information to different stakeholders (M=3.87 SD =0.952) Coefficient of determination explains the extent to which changes in the dependent variable (performance) can be explained by the change in the four independent variables. From the findings coefficient of determination, R^2 is 0.980 which indicates that 98.0% of variance is attributed to combination of the four independent factors investigated in this study which are strategic planning, strategic corporate governance, strategic total quality management, and strategic leadership. The remaining 2% is explained by other factors that affect performance on and not considered in this research.

Inferential statistics

Model summary

Tale 6: Model summary

Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.990[a]	.980	.979	.13395

a. Predictors: (Constant), Leadership_practices, strategic_planning, strategic_governance, TQM

It was important to establish the significance of the regression model. ANOVA was used to establish the significance of the regression model. Statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model in the astudy has a P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in ascertain the role of strategic management practices in the performance of United Nations Development Programme in Mogadishu, Somalia. The ANOVA results indicated that the model was significant at F = 904.166, with $p<.05$. At 95% confidence level, the results indicates that the study was statistically determined to ascertain the role of strategic management practices in the performance of United Nations Development Programme in Mogadishu, Somalia.

ANOVA

Table 6: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.894	4	16.223	904.166	.000[b]
	Residual	1.328	74	.018		
	Total	66.222	78			

a. Dependent Variable: performnace

b. Predictors: (Constant), Leadership practices, strategic planning, strategic governance, TQM

Multiple regression

Table 7: multiple regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.285	.086		3.335	.001
	Strategic planning	.091	.081	.094	1.132	.261
	Strategic governance	.695	.114	.718	6.112	.000
	TQM	.216	.124	.235	1.736	.005
	Leadership practices	.057	.067	.055	.856	.395

a. Dependent Variable: performance

Multiple regression analysis was conducted to determine the relation between the independent variable and the dependent variable. The regression equation was

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \varepsilon$$

Y – Outcome as a result of changes in any or all the variables, x_1 to x_4 i.e. Organizational Performance

'a – is a constant, the results when all variables x_1 to x_4 are zero.

X_1 – Strategic Management Planning Practice

X_2 – Strategic Corporate Governance Practice

X_3 – Strategic Quality Management Practice

X_4 – Strategic Leadership Practice

'b_1 – b_4 – Regression coefficients

ε – Error term

The model therefore becomes

$$0.285 = a + .091x_1 + 695x_2 + .216x_3 + .057x_4 + \varepsilon$$

This also indicated that taking all factors constant at zero economic development wouldl be at value of β_0 = 0285. The findings indicated that taking all independent variables at zero, a unit increase as in strategic management planning practice would give a value of 0.091 increase in performance. The study further indicated that a unit increase in strategic corporate governance practice would lead to a value of 0.695 increase in performance. A unit increase in strategic quality management practice would give a value of 0.216 increases on performance. The study also showed that a unit increase in strategic leadership practice will give an increase of 0.057 on performance.

The study indicated that there was a positive and significant relationship between performance and Strategic Corporate Governance Practice (0.000) <0.005.There was also a positive significant relationship between TQM (0.005) <0.005. The study also indicated that there was no significant relationship between Strategic Management Planning Practice and performance (0.261) >0.005 and no significant relationship between Strategic Leadership Practice and performance (0.395) >0.005

Correlation Analysis

The study tested the correlation analysis to ascertain the relationship between all variables. Correlation coefficient values which are a numerical value number between 0.0 and 1.0 are used to define correlation. Positive correlation means that high values on one are associated with high values on the other, and that low values on one are associated with value scores on the other two variables.

Table 8: **Correlation Analysis**

Correlations

		Strategic planning	Strategic governance	TQM	Leadership practices	performance
Strategic planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	79				

Strategic governance	Pearson Correlation	.971**	1			
	Sig. (2-tailed)	.000				
	N	79	79			
TQM	Pearson Correlation	.979**	.990**	1		
	Sig. (2-tailed)	.000	.000			
	N	79	79	79		
Leadership practices	Pearson Correlation	.958**	.961**	.963**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	79	79	79	79	
performance	Pearson Correlation	.968**	.989**	.985**	.951**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	79	79	79	79	79

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

The study indicated that there is a positive correlation between strategic planning with performance with a a value of .971 at significant level of 0.00.It also indicated there is significant positive relationship between strategic governance with performance with a value of 0.979 at significant level of 0.00.,Further the study indicated a positive relationship of TQM and performance at significant level of 0.00 with a value of 0.958.the study also indicated a positive significant relationship between leadership presence with performance with a value of 0.968 at a significant level of 0.00.

Research Hypothesis

Table 9: Research Hypothesis

Research Hypotheses	B	T	Sig.	Comments
H_{O1}: **There is no significant effect on the role of strategic planning on the performance of United Nations Development Programme in Mogadishu, Somalia**	.094	1.132	.261	Accepted H01
H_{O2}: **There is no significant effect on the role of strategic corporate governance on the performance of United Nations Development Programme in Mogadishu, Somalia**	.718	6.112	.000	Reject H02

H_{O3}: **There is no significant effect on the role of strategic total quality management on the performance of United Nations Development Programme in Mogadishu, Somalia**	.235	1.736	.005	Reject H03
H_{O4}: **There is no significant effect on the role of strategic leadership on the performance of United Nations Development Programme in Mogadishu, Somalia**	.055	0.856	.395	Accepted H04

CONCLUSIONS

The results from the instruments used for data analysis and interpretation were recorded. From the research study, it is evident the strategic planning, leadership, total quality management and corporate management are the key determinants to the performance in an organization and that the organizations should focus on inline to their vision, mission and goals in order to achieve the set objectives. If these variables are considered in terms of ability to motivate, support, communicate and be innovative in building up shared behavior, vision, mission, norms and values formation among employees will successfully support strategic management practices on the performance of United Nations Development Programme in Mogadishu. The study concludes strategic corporate performance was the key to the performance of organization. It provides a transparent accountability process that is visible to stakeholders and this need to be natured and protected. Leadership commitment is critical to the planning process and managers must exhibit their willingness to demonstrate.

RECOMMENDATIONS

- The study found out that the leadership builds managerial support. It is therefore recommended that leaders in oil firms need to motivate, support, and communicate, innovate the organization in building up shared behavior, vision, mission, norms and values formation among the employees for strategy management practices.
- The study revealed that among the four variables discussed, strategic corporate performance had the highest performance. Therefore, its role to produce fundamental decisions and actions in shaping and guiding the organization towards achieving its objectives very important and should be given more attention.
- The study also revealed that a part from leadership and planning and corporate performance, strategic total quality also posed challenges in strategy management practices. It is therefore recommended that organizations adopts policies and procedures that support strategic management practices.

Research for further Study

This study focused on effects of strategic management on organization performance. Since only 98% of results was explained by independent variables in this study, it is recommended that a further study be carried out on other factors such as organization structure, infrastructures etc. that might have effect on on the performance of United Nations Development Programme in Mogadishu.

REFERENCES

Adebis, Y. (2011). *Business Statistics for Managers* (First ed.). Ado-Ekiti: Ondo Adeyemo Publishing House.

Ahmad, M., Wasay, E., & Malik, S. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airlines Industry in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 1-30.

Alchian, A., & Harold, D. (2012, March 1). Production,Informaton costs and Economic organization. *American Economic Review*, pp. 50-62.

Andrews, K. (2011). *The concept of corporate strategy.* Illinois: Irwin Editions.

Ansoff, I. (1965). *Corporate Strategy.* New York: McGraw Hill.

Azhar, K. (2009). *Strategic Management and Business Policy.* New Dheli: Tata McCrian- Hill Publishing.

Bayode, B. O., & Adebola, A. O. (2012). Strategic Environmental Scanning and Organization Performance in a Competitive Business Environment. *Economic Insights – Trends and Challenges* , 24-34.

Berger, L. A. (2009). *The Compesation Handbook: A state-of-the-Art guide to compesation strategy and Design.* New York: McGraw Hill.

Cassidy, A. (2006). *A Practical Guide to Information Systems Strategic Planning.* (Second, Trans.) Florida: Auerbach Publications.

Chandler, A. (1962). *Strategy and Structure.* London: MIT, Press, Cambridge.

Chenhall, R. H. (2003). Management control systems design within its organizational context: Findings from contingency-based research and directions for the future. *Journal of Accounting and Organizing*, 127-168.

Cooper, D. R., & Schindler, P. S. (2013). *Business research methods.* USA: Irwin.

Dawson, C. (2002). *Practical Research Methods.* New Delhi: UBS Publishers and Distributors.

Dess, C. (2007). *Strategic Management Formulation.* New Dheli: McGraw Hill International Book Company.

Drucker, P. (1954). *The Practice of Management.* New York: Harper & Row.

Fakokunde, T. (2006). *Basic Research Method in Business and Management.* Lagos: Osogbo Clincard Dimension.

Farah, I. M. (2015). Impact of Strategic Management on Organisational Growth and Development. *European Journal of Research and Reflection in Management Sciences*, 43-51.

Garad, Y. M., Abdullahi , S. M., & Bashir , H. M. (2007). The Relationship between Strategic Management and Organizational Performance in Mogadishu. *European Journal of Research and Reflection in Management Sciences*, 42-51.

Gatara, T. H. (2010). *Introduction to Research Methodology.* Nairobi: Olive Publishing Co.

Gates, L. P. (2010). *Strategic Planning with Critical Success factors and Future Scenarios: An Integrated Strategic Planning Framework.* Hanscom AFB, MA: Carnegie Mellon University.

Grant, R. (2010). *Contemporary Strategic Analysis.* London: Oxford Black Well Publication.

Greenberg, J. (2011). *Behavior in organizations.* New Jersy: Prentice Hall.

Jean, L. J., & David, M. (2002). *The Theory of incentives: The principal Agent Model Princeton.* New York: Princeton University Press.

Jesmin, I., & Hui, H. (2012). A review of literature on contingency theory in managerial accounting. *African Journal of Business Management*, 24-32.

Kazmi, A. (2008). *Strategic Management and Business Policy.* New Dheli: Tata McGrawHill Publishing Company Limited. .

Kothari, C. K. (2008). *Research mothodology: Methods and Techniques.* New Dheli: New Age International Publishers.

Kothari, C. K. (2008). *Research mothodology: Methods and Techniques.* New Dheli: New Age International Publishers.

Kothari, C. R. (2013). *Research Methodology-Methods and Techniques.* New Delhi: New Age International Publishers Ltd.

Kumar, R. (2005). *Research Methodology-A Step-by-Step Guide for Beginners.* Singapore: Pearson Education.

Marilen , P., Nicolescu, C., & Claudiu, B. (2009). *The Role of Strategic Planning in Modern Organizations.* Chicago: Annales University.

McPheat, S. (2010). *Motivation Skills.* New York: Ventus Publishing Aps.

Mugenda, A., & Mugenda, O. (2003). *Research methods; qualitative and quantitative approaches.* Nairobi: African Center for Technology Studies.

Nedelea, S., & Paun, A. L. (2009, March 1). The Importance of the Strategic Management Process in the Knowledge-Based Economy. *Review of International Comparative Management*, pp. 95-105.

Oladele , O. (2006). *Essentials of Marketing Management Rev ed Mushin.* Lagos : Niyak Print and Publications.

Olivier , F., Howard , T., & Goussevskaia, A. (2008). The Structure and Evolution of the Strategic Management Field: A contigent Analysis of 26 years of Strategic Management Research. *International Journal of Management Reviews*, 1-23.

Omar, A. (2005). *Rebuilding the Public Sector in Somalia: An Overview, mimeo .* Nairobi: UNDP.

Omari, A. O., Wesonga, J. N., Otieno, E. O., & Kaburi, S. (2011). Startegic Management: The Link Between the Agency Theory and the Company's Competitive Advantage. *International Journal of Business and Social Science*, 232-237.

Ouedraogo, A. (2007). Strategic Management in African firms: a Local Perspective. *Problems and Perspectives in Management*, 82-94.

Reid, G. C., & Smith, J. A. (2000). The impact of contingencies on management accounting system development. *Journal of International Business Management*, 427-450.

Sekaran, U. (2010). *Research Methods for Business: A skill Building approach.* USA: John Willey & Sons Publishers .

Shulman, R. (2016). *Regional Fiscal Relations.* Nairobi: Somali Ministry of Finance.

Theuri, F. S. (2015). *Strategic Management Determinants of Value Addition of Industrial Fish Processors in the Sea Food Processing Subchain in Kenya.* Nairobi.

Tim, T. B. (2006). Integrating Strategic Management and Budgeting. *Journal of Business Strategy*, 31-36.

Woods, M. (2009). A contingency theory perspective on the risk management control system within Birmingham City Council. *Manage. Account. Res*, 69-81.

Zafar, F., Babar, S., & Abbas, H. (2013). The Art of Strategic Management – A key to Success in Corporate Sector. *European Journal of Research and Reflection in Management Sciences, 1*(1), 15-24.