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Influence of technology on the performance of community development non-governmental organisations-governmental NGOs in Kenya

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Abstract

The aim of this study was to find out the influence of technology on the performance of community development non-governmental organisations (NGOs) in Nairobi County, Kenya. The research was anchored by two theories: strategic fit theory and Ansoff strategic success theory. The research employed a descriptive research design focusing on a target population of the senior management team, social workers and caseworkers comprising 300 employees of SHOFKO located in Kibera Nairobi County, Kenya. The study selected a sample using a stratified random sampling technique, using a sample size of 90 individuals. The study used a structured questionnaire containing open-ended questions to collect data. Questionnaires were administered individually and collected after respondents had fully filled them. The results were analysed thereafter using a statistical package for social sciences (SPSS), regression analysis and presentation using figures and tables for ease of interpretation and understanding. The findings showed that technology had a positive and significant relationship with the performance of community development NGOs in Kenya. This study concluded that technology was the last predictor of the strategic performance of community development non-governmental organisations in Kenya.

Key words: Goals, operational act, outputs, performance, technology.



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INTRODUCTION

Non-governmental organisations are comprised of registered institutions that operate independently, putting more attention on helping and providing support to unfortunate groups than those with business-oriented goals (DeMars, 2015). The area coverage of not-for-profit organisations is large, with a close relationship with the government in place and the commercial sector operating as intermediaries in delivering essential services Kitonga (2017). They are best described as organisations or institutions that are established on a voluntary basis to pursue and reach goals with no profit-making intention outside government influence. NGOs can be defined as institutions existing in international development that deliver services to vulnerable communities and persons and act as policy advocates and campaigners. Therefore, voluntary organisations and not-for-profit organisations can be used interchangeably to refer to organisations operating in such a way (Mathias, 2015). In recent years, strategic management has boosted organisations' performance and has been widely recognised by many organisations around the world (Satyro et al., 2017).

In the Kenyan scenario, NGOs have shown a progressing demonstration performance by applying the most appropriate strategic practices, including a well-defined vision and mission, skilled human resources, and improved technology and strategic plans that are precise and understood. Many scholars have explored much concerning management practices linked to performing organisations in the past. Connecting strategic planning with objectives and the available organisational resources, decision-making and policy affairs, and strategic staffing identifies the right people for the right job, transforming inputs into outputs (Bryson, 2018).

According to Maina (2019), it has been found that a large number of NGOs are unable to demonstrate the same progress and are in crisis, experiencing the same drawbacks, and some have even been thrown out of their operations. Therefore, this calls for immediate and urgent evaluation of better management practices and further implementation

on that note. According to Omondi and Muthimi (2019), NGOs in developing countries have been experiencing performance struggles compared to those operating in well-developed countries. A report by McKensey-devex survey methodology revealed that sixty-four per cent of donor-funded projects don't succeed (Anunda, 2016). The absence of strategic principles guiding management practices affects the long-term capacity of humanitarian organisations.

Though many researchers have made studies singling out strategic management practices, Odera (2018) opines that non-governmental organisations offering assistance concerning food insecurity in Kenya are not able to formulate and implement their selected strong and appropriate strategies. Gitonga (2018) also explored the factors that affect the maintenance of Kenyan NGOs.

Although the mentioned research has explored and established the strong influence of strategic management practices on realising set goals, not even one specifically revealed its influence on goal realisation among community development humanitarian organisations in Kenya. Therefore, with these different study outcomes, there is an urgent requirement for numerous studies to find out strategically how management practices impact the performance of community development NGOs in Kenya. This is why the research aims to create new knowledge to fill the big gap that exists.

LITERATURE REVIEW

Humanitarian organisations benefit immensely when their workforce has gone through extreme training on information technology aiming to achieve social, economic and environmental objectives (cost of savings, living and avoidance). Scholars suggest that using technology exhaustively promises a fast turnaround time, improved end products of quality, and well-motivated staff because technology is the heartbeat of a successful and determined organisation. Liu et al. (2020) investigated the effect of strategic partnerships on innovation, performance, and technology-intensive industries. Data can be collected from a list of organisations operating in such mentioned technology industries. The

research aimed to have an in-depth and thorough understanding of how strategic formation of alliances can majorly facilitate knowledge exchange, transfer technology, and collaboration in research and development (R&D) efforts, which leads to improved innovation outcomes. The study quickly found that partnership, which is the formation of strategic alliances, indeed facilitates knowledge exchange, technology transfer and even collaboration research and development, which leads to increased innovation outputs and capabilities. The conclusions from the exploration indicated that a correlation exists between successful innovation and strategy collaboration. The research further emphasised the value of the formation of strategic partnerships as one way of encouraging innovation and obtaining a competitive edge in sectors that rely heavily on technology. However, the study focused on innovation and technology.

Investigating the impact of technology on the operational act of NGOs in Nairobi County, an exploratory study by Cheruiyot (2016) used a research methodology to determine the causes and effects of variables, utilising regression analysis. The study findings revealed that adopting information technology identifies and speeds up the use of available information, which is communicated and made available for use. Because of that, humanitarian organisations with more experience and have adopted technology use exhibit well-improved service delivery, hence high performance and productivity. Undergoing training and developing personnel skills on matters concerning technology usage make a company attain strategic set goals. Developing current technology through training is a unique learning method that is directed to attain better achievement on the present assignment (Samwel, 2018).

Vazquez-Lopez et al. (2021), in information technology in upcountry, results demonstrate that the value of innovation, connecting with available technology, is there for all people in the community. The concept is that all NGOs should adopt the utilisation of technology to benefit and improve quality of life, gaining acceptance. The use of current technology is becoming crucial as a

mechanism to reduce the risks and unforeseen circumstances in the NGO sector. It is also becoming a vital and significant tool in consultancy services. The reason behind this is that managers' capacity to develop a knowledgeable, passionate, motivated workforce that can only be attained via the adoption of technology is very significant to the success of the organisation. Muchiri (2015) studied factors influencing the acceptance of technological innovation in Nairobi County. Data collected from the targeted population was purely sampled only for the research itself. A rigorous statistical research design and analysis were used as a form of data collection; questionnaires and interviews were used. At the end of the research, the results showed that 100 medium-sized firms have successfully gone higher, putting new and affordable technological advances into practice. New technologies are more secure and have advantages with the help of new advancements. This is because it makes it easy to put different levels of management in the process and ideally make sure all the decisions work together to achieve the shared goals.

According to Coates (2023), there are main environmental, economic and social benefits of technology use in the humanitarian sector worldwide, locally and nationally. The utilisation of technology accurately helps to retrieve, gather, and disseminate a variety of information required to improve community development (Naveen, 2022). The ability and desire of NGOs to invest in current technological methods determine the organisations' overall performance and increased output, but changes also have detrimental effects on the humanitarian sector (Molaei & Rozazadeh, 2018). Many organisations encourage the use of technology to pursue a task that cannot be done individually. According to Rahaja et al. (2015), staff training on technology in the organisation is done to identify employee weaknesses that affect them in attaining maximum fulfilment of their duties in the workplace. Another research shows that organisations have a big assignment in their strategic plan, which triggers the accommodation of new technology to become competitive according to the plan. Majid and Shakeel (2017)

show that organisations have responsibilities to carry out planning to gain; therefore, they need to acknowledge the importance of using technology and skills that are greatly important for achieving planned tasks. The top management has been informed by experts that they should give special attention to technological strategies simply because the study of technology is becoming increasingly important in the current world (Rogers, 2003). The technology strategy used by organisations is not the same as research and development strategies; it is about receiving technological help through in-house activities by the organisation, particularly non-governmental organisations. Technological development is the foundation for future strategies to promote future strategic behaviour that, in return, may lead to enhanced competition and development in terms of organisational performance (Ford, 1998). Evidently, the use of technology was given back in the past previous time, for different organisations to improve their strategic performance Nanayakkara et al. (2017).

Exploration by Hussain (2016) discovered that important technology architectures have a believable notion that there is a distinguished focus on technological tactics and their outcomes. Acquiring good and super advanced technological strategies is achieved mainly at zero conflict of interest. If a conflict of interest really does exist within the organisation, senior management must deal with it in order to achieve the required effective technological alliances, especially promoting equity, interest, transparency, partnership and market development for the strategy to become successful for good performance strategically. Technology is the current marvel in our daily lives that has taken off, and nearly no organisation can thrive without having invested deeply in technology. The application and use of technology allow some of the most difficult questions and tasks to become continuously easier and more efficient. In strategic management, technology has allowed the dissemination of knowledge to achieve a given task. Also, technology has allowed staff to be

engaged and learn in ways that they never had in their workplace setting before.

Venkatesh et al. (2013) postulated the reason why and how the extent to which the idea of technology usage in implementing a strategy is becoming more popular in the current world. Organisations adopt turnaround strategies using them to accommodate new technological innovations, new skills, and ICT applications, leading to training on new technology and new transaction processing methods and encouraging organisations to embrace outsourcing. Liu et al. (2020) investigated the effect of strategic partnerships on innovation, performance, and technology-intensive industries.

Data can be collected from a list of organisations operating in such mentioned technology industries. The research aimed to have an in-depth and thorough understanding of how strategic formation of alliances can majorly facilitate knowledge exchange, transfer technology, and collaboration in research and development (R&D) efforts, which leads to improved innovation outcomes. The study quickly found that partnership, which is the formation of strategic alliances, indeed facilitates knowledge exchange, technology transfer and even collaboration research and development, which leads to increased innovation outputs and capabilities. There is a positive correlation between successful innovation and strategy collaboration. The research further emphasised the value of the formation of strategic partnerships as one way of encouraging innovation and obtaining a competitive edge in sectors that rely heavily on technology. However, the study focused on innovation and technology.

RESULTS AND DISCUSSION

The research relied on quantitative methods to gather data. The investigator built a questionnaire tool using a five-point Likert scale. The key interpretation were: 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = strongly disagree.

Table 1: Technology

Response	N	Mean	Std. Deviation
Technology drives the community development NGOs using machines and equipment.	79	4.021	0.876
Technology contributes to the overall knowledge of organisational performance.	79	2.347	1.182
The information introduced by the information system is created to support the implementation of a strategy.	79	4.004	0.743
The adoption of new technology in community development influences the way services are made available.	79	3.113	1.032
The adoption of new technologies has helped to reach new partners and donors.	79	2.901	1.254
The organisation considers the use of technology as an input of client feedback.	79	2.561	0.734
Average		2.658	0.967

Source: Field Data (2024)

Table 1 indicates that respondents strongly agree that technology drives community development NGOs using machines and equipment (M = 4.021; SD =0.876). They were neutral about the fact that technology contributes to the overall knowledge of organisational performance (M =2.347; SD =1.182). The participants agreed that the information introduced by the information system is created to support the implementation of the strategy in place (M =4.004; SD =0.743). The participants agreed that the adoption of new technology also influences the way services are made available (M = 3.113; SD = 1.032). They again agreed that adopting new technologies had helped the organisation to reach new partners and

donors (M =2.901; SD =1.254). They disagreed that organisations consider the use of technology to be an input for client feedback (M =2.561; SD =0.734). This outcome showed that the influence of technology on community development NGOs had a modest impact on the strategic performance of community development NGOs in Kenya (M = 2.658; SD = 0.967).

Inferential Statistics

This study also gave an analysis of the relationship between technology and variables such as organisational performance, human resource planning, organisational structure, and Organisational culture.

Table 2: Correlation Matrix

Correlation		Organisational Performance	Technology	Human Resource Planning	Organisational Structure	Organisational culture
Organisational Performance	Pearson correlation Sig(2-tailed)	1				
Technology	Pearson	.514	1			

	correlation Sig(2-tailed)	0.000				
Human Resource Planning	Pearson correlation Sig(2-tailed)	.643 0.000	.103 .306	1		
Organisational Structure	Pearson correlation Sig(2-tailed)	.612 0.000	.453 0.000	.475 0.000	1	
Organisational culture	Pearson correlation Sig(2-tailed)	.639 0.000	.249 0.012	.616 0.000	.552 0.000	1

The research examined correlation analysis on the variables to determine whether there existed any significant correlation among the strategic performance of community development NGOs in Kenya. The correlation was examined using Pearson's correlation, as shown in the tabulated in Table 2. The table indicates the influence of technology having a positive, meaningful relationship with the strategic performance of community development (r=0.514, p=0.000). The r with the value of 0.514 shows that the variable is linear with the strategic performance of community development non-governmental organisations in Kenya. The findings come into agreement with those of (Samuel, 2016), who conducted a study aiming to evaluate the business of multinational pharmaceutical corporations' growth strategy and performance. The research findings revealed that companies in Kenya outperformed other counterparties in training, employee retention, employee innovation and operational efficiency. Further, the results found that the development of pharmaceuticals had a positive correlation with other performing indicators.

Discussion

Driving the performance, the contribution of knowledge, and the information introduced using technology all contribute to support strategy

implementation. The outcome showed that technology had a modest impact on performance. New technologies are more secure and have advantages with the help of new advancements. This is because it makes it easy to put different levels of management in the process and ideally make sure all the decisions work together to achieve the shared goals. The application and use of technology allow some of the most difficult questions and tasks to become continuously easier and more efficient. In strategic management, technology has allowed the dissemination of knowledge to achieve a given task. Also, technology has allowed staff to be engaged and learn in ways that they never had in their workplace setting before.

CONCLUSION AND RECOMMENDATION

Conclusion: This study concludes that technology indicated a positive, meaningful, significant relationship between the strategic performances of community NGOs in Kenya. The study concluded that technological innovation and the adoption of new technology benefit and improve quality of life, reducing the risks and unforeseen circumstances in the NGO's endeavours. Technology had a modest impact on performance. New technologies are more secure and have advantages with the help of new advancements. Using technology exhaustively



promises a fast turnaround time, improved end products of quality, and well-motivated staff because technology is the heartbeat of a successful and determined organisation.

Recommendation: Organisations benefit immensely when their workforce has gone through extreme training on information technology aiming

to achieve social, economic and environmental objectives. Using technology exhaustively promises a fast turnaround time, improved end products of quality and well-motivated staff because technology is the heartbeat of a successful, determined organisation.

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