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Strategic Implementation Practice And Performance Of Non-Governmental Organizations In Juba, South Sudan

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***Abstract:** In management research, the effect of strategic implementation practices on organizational performance has gained attention, particularly in the context of non-governmental organizations (NGOs). In a demanding context such as Juba, South Sudan, where political instability and scarce resources are common, comprehending these dynamics is crucial to enhancing operational efficiency and accomplishing sustainable development objectives. Although non-governmental organizations (NGOs) are essential in meeting South Sudan's socio-economic needs and addressing humanitarian crises, empirical studies examining the impact of strategic implementation practices on NGOs' performance are scarce. The research project aimed to investigate the influence of strategic implementation techniques on national NGOs' performance in Juba. The study specifically investigated how strategic leadership, resource allocation, efficient communication, and cross-functional coordination affect NGO performance in the area. Three main theories served as the foundation for the investigation: the performance theory, the upper echelon theory, and the resource-based view theory. The main instrument for gathering data was a questionnaire that was directed at project managers, country directors, monitoring, evaluation, and learning officers, human resource officers, and project officers. Yamane's (1967) sample size formula was used to choose a representative sample for data collection. A test project with national NGOs was conducted in western Kenya to evaluate the accuracy and dependability of research tools. Descriptive statistics, such as averages and standard deviations, were used in conjunction with inferential statistics, like linear regression, to examine quantitative data. Performance within the organization was positively connected with resource allocation. The study suggested adopting flexible budgeting processes to adapt to organizational needs, conducting regular cost-benefit analyses, assessing workforce needs, promoting employee engagement and retention through competitive compensation and advancement opportunities, and aligning employee skills with tasks for optimal resource utilization. Proper documentation and communication of this framework are essential for maintaining consistency in governance practices.*

***Keywords:** Implementation practice, resource allocation, organization's performance*

I. INTRODUCTION

NGOs are a wide variety of organizations that engage in a wide array of philanthropic endeavors. NGOs concentrate on a range of concerns, such as rural development and providing humanitarian aid. On a global scale, Maxim Pact team (2017) finds it difficult for national NGOs to secure sufficient and continuous funding for their activities, which impacts companies' success. The failure in performance has been connected to the failure to execute the strategic plan. One major obstacle in this effort is reaching out to the appropriate donors, as donors themselves must take the lead in proposing calls due to a lack of local expertise in resource mobilization. The lack of financial sustainability, inadequate governance, limited capacity and resources, and ineffective development approaches are expected to negatively impact the implementation of strategies by national NGOs. NGO Forum aims to facilitate information sharing, resource pooling, and standard creation among NGO's, public entities, the UN, donors, and other stakeholders to improve coordination, effectiveness, and efficiency of aid in South Sudan. National NGOs are valuable allies in program implementation, despite occasional inefficiencies caused primarily by a failure to execute strategic plans, according to Harry et al. (2013).

Implementing a strategy is challenging and time-consuming, according to Njagi, et al. (2014). Creating a strategy is much simpler than implementing it. Requiring a specific set of managerial skills is essential for directing the company in the desired direction. To effectively implement a strategy, it is essential to collaborate with people, plan, motivate, foster a positive culture, and ensure the organization's processes align with its strategy. According to Thompson et al. (1993), introducing a new tactic does not lead to a change in ingrained behavior. Presently, the primary challenge in management for all categories of companies is the execution of strategies. The survey showed that 17% of the entities surveyed believed their strategy was consistently implemented, while 83% thought their strategy was not easily implemented (White Paper Strategy Implementation of Chinese Corporations, 2006). Conducting strategies involves turning plans into practical steps and reaching the desired outcomes. A strategy's success is determined by how well the actual outcomes of an organization match or exceed the objectives outlined in the strategic plan. Important strategies for effective implementation of a plan include promoting collaboration, employing skilled employees, and sustaining a capable top management team, all of which improve the performance of non-governmental organizations. Successful organizations have a management team that effectively guides efforts and operates with efficiency.

To remain stable, the organization needs a plan for raising funds. Having an efficient leadership style and communication system is a crucial aspect of driving change. Organizations must adapt to changes (Armstrong, 2006). The lack of results shows either a wrong strategy, poor execution, or both. NGOs in developing countries have been underperforming compared to their counterparts in the same field of project implementation. According to Omondi et al. (2019), disparities in resources play a significant role in determining NGOs' ability to fulfill their missions effectively, as well as to provide optimal value, promote sustainable development, and foster creative solutions. According to Tracy (2019), around thirty percent of projects funded by donors fail within a decade, often due to inadequate strategic planning and leadership.

The research is expected to offer insights that will be useful for the strategic implementation of national NGOs and help improve the performance of implementers.

A. STATEMENT OF THE PROBLEM

Allocation of resources is a crucial strategic practice that enhances an organization's performance. Unequal allocation of financial resources among departments, absence of budget oversight and ineffective human resources distribution impede the sustainability of national organizations. Poor management of stakeholder connections may result in limitations or the loss of essential parties, leading to the closure and halt of operations for multiple NGOs (Afriyie et al., 2020). NGOs often face difficulties when implementing well-planned and well-documented strategic plans. The study that sought to identify the reality of the strategic planning process and its impact on implementation in the Qatar Red Crescent Society. The finding revealed that the restriction on financial transfers and external humanitarian intervention represents important challenges in strategic plan implementation (Elayah, 2020).

According to Moro (2022), strategic implementation is important in determining the evolution of domestic NGOs' actions. The New Sudan Indigenous NGO (NESI) thrived initially under the leadership of a capable individual but experienced a decline after this leader left to work for the government after independence, serving as a prime example. Proficient project managers keep accurate financial records, allocate project funds carefully, and engage with potential donors. Effective leaders usually possess the ability to identify talent and nurture potential future leaders. Star Trust Organization (STO) in the western Equatorial State went through a comparable scenario, where they remained "working on a small scale" for numerous years until a talented young leader took over. Many national NGOs face difficulties due to the evolving conditions in South Sudan. According to Jeen and Sabu (2013), national NGOs in South Sudan had lower efficiency levels in comparison to international NGOs in South Sudan. The reduced effectiveness of this research suggests inadequate systems, absence of responsibility, restricted staff capabilities, inadequate resources, problems with leadership, and reluctance to change. These problems are seen as key factors causing efficiency issues in local NGOs in South Sudan.

All implementation failures stem from failures in formulating the plan. One of the fundamental issues facing today's firms is strategy implementation. Allocating resources helps an organization achieve its strategic objectives by tying together different assets. These resources can range from cash to time and attention dedicated to talent management. To prosper, an organization needs the proper people, technology, and physical resources. Similarly, workers require the appropriate equipment and supplies to do their duties well, (Yuval Atsmon-McKinsey & Co.,2016). Organizations with greater resource reallocation generated yearly returns to shareholders that are, on average, 30% higher. Allocating resources effectively leads to better productivity, shorter project completion times, happier workers, and the accomplishment of performance-enhancing objectives for the company. The study’s focus was to investigate how resource allocations affect national NGOs' effectiveness in South Sudan.

Strategic implementation practice within National non-governmental organizations in South Sudan is important due to increasing donor pressure for transparency and accountability. The study sought to determine the impact of resource allocation on an organization’s performance. Although several studies have evaluated the strategic implementation practices and their impact on the global performance of NGOs, the results have been inconclusive and conflicting regarding how strategic implementation practices affect the performance of national NGOs in South Sudan.

II. LITERATURE REVIEW

The resource-based View model identifies resources as being essential to higher company performance. A resource helps the company acquire and maintain a competitive advantage if it demonstrates VRIO qualities. In contrast to focusing on the competitive environment, proponents of this viewpoint (Wernerfelt, B., 1984) suggest that enterprises should look within their walls to find sources of competitive advantage. Organizations ought to consider resources owned by itself that are indeed the principal drivers of all its effectiveness, as well as these could start contributing to organization's long-term advantage." RBV proponents argue that rather than learning new skills for each distinct chance, it is preferred to apply already-existing resources in novel ways to take advantage of outside opportunities.

According to Pesic (2007), the theory contended that distinctive resources and capabilities—such as internal capabilities, embedded knowledge, corporate culture, invisible assets, core competencies, distinctive competencies, and unique combinations based on a firm's experiences and processes—can strengthen a firm's strategy. It suggests that maintaining immobile resource heterogeneity is key to sustaining a competitive advantage and improving organizational performance. According to RBV, resources are distinct, valuable, scarce, and irreplaceable assets that bolster a firm's long-term competitive advantage.

As Ombaka et al.(2015) assert, businesses must continuously acquire, create, and enhance their resources and capabilities to stay competitive and thrive in a dynamic organizational landscape. In the RBV model, a company's resources—encompassing its assets, skills, processes, characteristics, information, and expertise—are crucial indicators of performance and success, leading to a sustained competitive advantage.

However, the theory has faced criticism for potentially encouraging unethical practices, such as exploiting employees for classified information or hindering talent acquisition. There are also concerns regarding the constraints of resource acquisition, such as legal limitations or human resources challenges. Despite these criticisms, the resource-based view remains relevant in research as it offers valuable strategies for resource allocation, cross-border coordination, and effective communication, all aimed at enhancing organizational performance.

Recent empirical research has investigated the effect of governance conformity on organizational performance across various contexts. For example, Salehi et al. (2019) analyzed how corporate governance conformity influences financial performance in Iranian companies. Their findings indicated that firms with higher governance conformity achieved superior financial outcomes. The study attributed this improvement to reduced agency costs and increased managerial accountability.

Wanja's,(2017) study aimed to identify the variables impacting the effectiveness of WFP projects in Kenya. The research focused on evaluating how organizational leadership, culture, and resource allocation influenced the success of NGOs' projects. Findings indicated that human resources activities had no significant impact on project performance.

Gitau et al.,(2020) focused on how different supermarkets in Nairobi County performed in relation to a company's resource allocation and strategic communication. Fifty-four management personnel, including operations and human resource managers, participated in their descriptive study, which focused on twenty-seven supermarkets. The study concluded that supermarket performance is significantly impacted by strategy implementation practices. Recommendations included optimizing strategy controls to improve supermarket performance and reducing resource wastage.

Yambo et al.,(2012) explored the connection between resource allocation and the Sugar Company's performance in Western Kenya using a descriptive design approach. 994 Sony Sugar employees made up the target population, and 329 were chosen randomly to participate in a questionnaire survey. The study discovered that the process of translating strategic plans into implementable results is highly influenced by resource allocation.

In Nairobi County, Otieno (2022) aimed to determine the effects of varied leadership styles on the effectiveness of partners implementing the health sector. Utilizing style and behavior theory alongside stewardship theory, based on a descriptive survey from 240 top management members of health sector NGOs with SPSS software (Version 26.0) analysis, the study revealed that leadership style significantly affects organizational performance, with transformational leadership being the most influential.

Effective monetary management is essential to the achievement of an entity. The impact of leadership abilities on financial improvement in various industries was evaluated by Ghosh et al. (2023). Their study revealed that leaders with strategic thinking and decision-making abilities significantly affect financial performance by spearheading strategic initiatives and cultivating a culture of accountability and high performance. The results highlight the importance of leadership skills in aligning organizational strategies with financial objectives, thus improving financial outcomes. Organizational culture, which influences performance, is also affected by leadership skills. A study by Kumar and Yadav (2020) highlighted that leaders who effectively communicate vision and values contribute to shaping a positive organizational culture. The research showed that leaders who exhibit strong interpersonal and communication skills are more successful in fostering a culture of collaboration and trust, which in turn enhances organizational performance. This reinforces the notion that leadership skills are pivotal in creating an environment conducive to high performance.

One critical study by Wright and Kim (2020) highlights that employee satisfaction positively influences organizational performance by enhancing employees' motivation and productivity. They argue that satisfied employees are more likely to exhibit higher levels of engagement, which translates into improved performance outcomes. Their research indicates that organizations with higher employee satisfaction scores often experience increased profitability and operational efficiency.

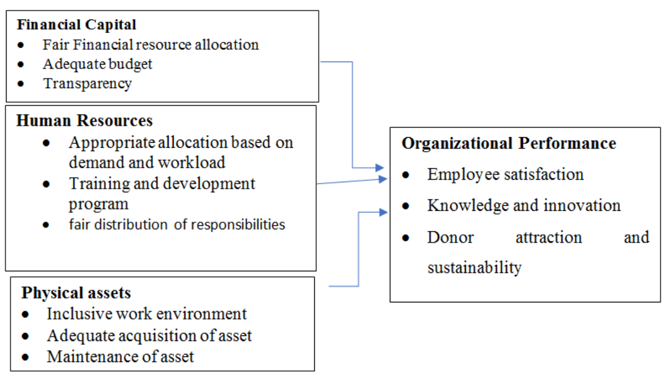
Sustainability, in the realm of donor support, refers to a company's ability to grow and maintain its donor base over time. Research by Johnson and Lee (2022) underscores that sustainable donor engagement practices, such as building long-term relationships and demonstrating transparency, contribute significantly to organizational stability. Organizations that cultivate a loyal donor base are better positioned to navigate financial challenges and sustain their operations effectively.

The link between donor attraction and organizational performance is further explored by Chen et al. (2023), who found that effective donor attraction strategies positively influence various aspects of organizational performance. These aspects include financial health, program efficacy, and overall mission fulfillment. Organizations that succeed in attracting and retaining donors not only secure financial resources but also enhance their ability to deliver impactful services and achieve their strategic objectives. The retention of donors is another critical factor that influences organizational performance. Smith and Turner (2020) argue that high donor retention rates correlate with better organizational performance outcomes. Valued and engaged donors are more likely to provide sustainable financial support, leading to a more stable financial base and improved capacity for program execution.

A. THE CONCEPTUAL FRAMEWORK

Independent Variables Dependent Variable

The Conceptual Framework



III. RESEARCH METHODOLOGY

A. INTRODUCTION

The study was quantified specifically by utilizing a survey design approach Creswell, 2015). A questionnaire given to a sampled population was used in the method to facilitate data collection. The study was especially well-suited for a survey design because, in contrast to other approaches, it made data collection from many respondents quick and easy, Schindler and Cooper,(2013). The observation units included Country Directors, Monitoring and Evaluation officers, Human Resource Officers, Project Managers, and Project Officers. With eighty-two registered national NGOs in Juba, each category within the observation unit needed to include eighty-two members, totaling 410 individuals, Babbie,(2015).

Population	Total number	% Population
Country directors	82	20
Monitoring Evaluation and Learning Officers	82	20
Human Resource Officers	82	20
Project Managers	82	20
Project Officers	82	20
Total	410	100

Source: Researcher, (2024)

Table 3.1: Population of the Study

B. SAMPLING TECHNIQUE AND SAMPLE SIZE

Out of the target population of 410 individuals, a sample size was determined given the limited resources, (Yamane,1967)

$n = \frac{N}{1+N(e)^2} n = \frac{N}{1+N(e)^2}$ Where.

N= Population.

e = margin of error or significance level at 0.05,

n = sample size

Therefore, [410/1+410 (0.052)]

=410/ 2.025

=202.5 Respondents. =203

According to Orodho,(2007), regression analysis is a statistical process for estimating the relationships among variables. It included many techniques for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables. The study used a 95% confidence level. A 95% confidence interval indicates a significant level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level (0.05). The regression equation was.

$Y = \beta o + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$ was used to predict NGO performance in Juba against strategic implementation practice.

IV. RESEARCH FINDINGS AND DISCUSSION

	N	Min.	Max.	Mean	Std. Dev.
Finance is allocated effectively to support our NGO's goals and objectives.	183	1	5	3.85	1.265
Our organization adequately budgets and allocates funds to address critical needs and priorities.	183	1	5	3.80	1.077
There is transparency in how financial resources are allocated within our organization.	183	1	5	3.78	1.370

Our organization effectively monitors and evaluates the use of financial resources to ensure accountability and efficiency.	183	1	5	3.55	1.308
Human resources are allocated appropriately to meet the demands and workload of our organization.	183	1	5	3.66	1.112
Our organization supports training and development programs to boost the skills and capabilities of its workforce.	183	1	5	3.67	1.343
There is a fair distribution of responsibilities and workload among employees within our organization.	183	1	5	4.07	1.051
Our organization fosters a supportive and inclusive work environment that encourages employee engagement and satisfaction.	183	1	5	3.72	1.126
There is sufficient investment in acquiring and maintaining physical resources to meet the needs of our organization.	183	1	5	3.59	1.228

Source: Researcher, 2024

Table 4.1: Descriptive Analysis of Resource allocation and performance

As to whether management allocates finance effectively to support national NGO's goals and objectives, most respondents agreed. The mean score suggested a consensus on the effectiveness of financial resource allocation, though with slight variations as indicated by the standard deviation. These findings corresponded with Godana et al. (2022), who reported that financial resource allocation has a significant positive impact on health strategy implementation in public hospitals in Marsabit County. Similarly, Gitau et al. (2020) recommended an optical monitoring and control strategy that minimizes the wastage of resources for supermarkets in Nairobi County.

Similarly, it was observed that most sampled populations whose mean score of 3.80 (SD=1.077), concurred that their organizations adequately budget and allocate funds to critical needs and priorities. The results suggest a strong agreement with minimal response variation, aligning with Ngumi and Njogo (2017), who observed the same similarity between budgetary resource allocation and financial performance in Kenyan insurance companies.

Respondents with a mean score of 3.78 (SD=1.370), accepted that there is transparency in financial resource allocation within their organizations. Whereas the mean score reflects majority agrees, the higher standard deviation suggests considerable variation in opinions. The results validate the outcome of Valencia et al. (2014), that discovered a high connection between nonprofit organizational effectiveness and transparency.

Additionally, respondents with a mean score of 3.55 (SD=1.308), accepted that their organization effectively monitors and evaluates the use of financial resources to ensure accountability and efficiency. The lower agreement and higher variability in responses align with Dagane and Kihara (2021), who discovered a noteworthy advantage of financial control on the sustainability of NGO finances in Garissa County, Kenya.

Further, the study revealed that respondents agreed with an average score of 3.66 (SD=1.112), that personnel are appropriately allocated to meet organizational demands. The finding complemented Ali et al. (2022), who confirmed via their study that the effective assignment of resources has a positive relation to the performance of cement production companies in Kenya.

Moreover, respondents with a mean score of 3.67 (SD=1.343), affirmed that their organization invests in personnel improvement programs that enhance workforce skills. This aligns with Elnaga et al. (2013), who observed training and development have a positive correlation to employee performance and efficiency.

The research project further affirmed, via a mean score of 4.07 (SD=1.051), that responsibilities and workload are equitably distributed among employees. This highest mean score indicates a strong consensus with the least variability in responses.

Respondents also accepted, with a mean score of 3.72 (SD=1.126), that their organization fosters a supportive and inclusive work environment. This suggests a positive perception of the organizational environment.

Finally, the study recorded moderate agreement on the sufficiency of resources available for acquiring and maintaining tangible resources to meet organizational objectives. The finding contrasts with Wanja (2017), who reported that personnel factors do not influence project performance, and Gitau et al. (2020), whose assessment compared strategic communication and organizational achievement.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	266.497	1	266.497	2985.607	.000[b]
	Residual	16.156	181	.089		
	Total	282.653	182			

a. Dependent Variable: OP3

b. Predictors: (Constant), FC9

Table 4.2: ANOVA for Cross-Functional Coordination

Table 4.11 demonstrates how the regression model's levels of variability, which served as the foundation for significance tests, are used by the ANOVA (F-Statistics) to evaluate the model's overall significance. The ANOVA (F-statistic) value of 2985.607 with a related probability value of 0.000 ($F = 2985.607$, $p < 0.05$) shows that the regression

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model is significant for the data. This suggests significance at the five percentiles.

Before conducting linear regression, analysis and making inferential conclusions, it was crucial to ensure that the data satisfied the assumptions of linearity. This required performing diagnostic tests, as demonstrated in Figure 4.16, to validate these assumptions

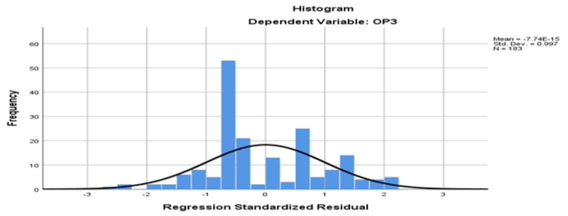

Figure 4.4: Histogram test for resource allocation

Analyzing assumptions using histograms is visualized in Figure 4.4, wherein it was ascertained whether data distribution was symmetric or normal, with little to no skewness or distortion. The assumption is satisfied when the histogram of the residuals exhibits the shape of a normal distribution, as seen in Figure 4.4

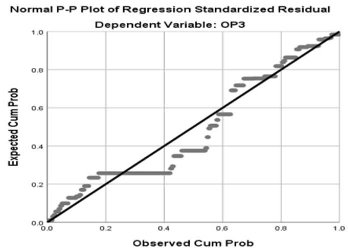

Figure 4.5: P-P Test for resource allocation

According to Moore et al. (2013), offer an in-depth P-P plot graphical view of the correlation between two variables. When the change in one variable is proportional to the change in the other, this is recognized as a linear relationship. The P-P plot's results show that a line portraying linearity in a P-P plot should, on average, slope 45 degrees from left to right. As a result, the normality assumption is met, which lends credence to the following linear regression analyses.

To draw inferences from the descriptive analysis of resource allocation and the relevance of National Non-Governmental Organizations in Juba, South Sudan, the study performed a linear regression analysis. The generated statistics are shown in Tables 4.14, 4.15, and 4.16.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.560	1	269.560	3726.357	.000[b]
	Residual	13.093	181	.072		
	Total	282.653	182			

a. Dependent Variable: OP3

b. Predictors: (Constant), RA9

Table 4.3: ANOVA for resource allocation

As stated in Table 4.14, provides a solid foundation ANOVA (F-Statistic) validates the model's overall significance, demonstrating the extent of variability explained by the regression model and for significance tests. The model's significance was verified by the ANOVA results, which show that it is significant at the 5% level with an F-statistic value of 3726.357 and a corresponding p-value of 0.000 ($F = 3726.357$, $p < 0.05$).

The study explored the relationship between resource allocation and the performance of National Non-Governmental Organizations in Juba, South Sudan, by undertaking a linear regression analysis and drawing inferences from the descriptive analysis. The resulting statistics were detailed in Tables 4.15, 4.16, and 4.17.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.977[a]	.954	.953	.26896	.954	3726.357	1	181	.000	.108

a. Predictors: (Constant), RA9

b. Dependent Variable: OP3

Table 4.4: Model summary for resource allocation

Table 4.15 shows that the independent variable, cross-functional coordination, accounts for 95.4% of the variation in performance, with the error term accounting for the remaining 4.6%. The R^2 value of 0.954 supports this conclusion. Furthermore, the adjusted R2 value of 0.953 shows that resource allocation accounts for 95.3% of the variation in the performance of National Non-Governmental Organizations in Juba, South Sudan, with the error term accounting for the remaining 4.7%. With an explanation rate of 94.7%, this suggests that the model fits the data quite well.

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.025	.067		.373	.709	-.107	.156		
	RA9	1.038	.017	.977	61.044	.000	1.004	1.072	1.000	1.000

a. Dependent Variable: OP3

Table 4.5: Coefficients for resource allocation

The regression coefficients are shown in Table 4.16, with an emphasis on the unstandardized coefficients that show the estimated magnitude of change and the t-statistics that are used to evaluate each regression coefficient's statistical significance in relation to the p-value. As per the results, resource allocation has a Pearson regression coefficient of 1.038. This indicates a direct positive relationship between resource allocation and NGO performance in this region, with an average increase in resource allocation of one unit corresponding to a 1.038-unit increase in the performance of National NGOs in Juba, South Sudan. Thus, the null hypothesis, which contends that resource allocation has no significant impact on NGO performance in Juba, South Sudan, was rejected, and the alternative hypothesis was accepted. (Mukayiranga et al., 2024). The regression equation for predicting the performance of National NGOs in Juba, South Sudan based on resource allocation was derived as $Y = 0.025 + 1.038X$. This equation implies that resource allocation has a significant positive effect on NGO performance, with a coefficient of 0.025 and a p-value less than 0.05.

A. MULTIPLE REGRESSION

An analysis of the relationship between a dependent variable and two or more independent variables can be done statistically using multiple linear regressions. It expands on the ideas of basic linear regression to oversee situations in which the outcome variable is influenced by several predictors. Using the values of the independent variables as a starting point, multiple linear regressions are used to create a

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predictive model that most accurately explains the variability in the dependent variable.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	275.173	4	68.793	1637.026	.000[b]
Residual	7.480	178	.042		
Total	282.653	182			

a. Dependent Variable: OP3

b. Predictors: (Constant), RA9

Table 4.6: ANOVA for strategic implementation practice

The overall significance of the regression model is assessed by the ANOVA (F-Statistic), as Table 4.23 demonstrates. It offers perceptions into the model's variability and serves as the foundation for significance tests. The ANOVA F-statistic value of 1637.026 and the corresponding probability value of 0.000 ($F = 1637.026$, $p < 0.05$) show that the regression model is significant, supporting the significance of the results at the 5% level.

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.987[a]	.974	.973	.20500	.974	1637.026	4	178	.000	.172

a. Predictors: (Constant), RA9,

b. Dependent Variable: OP3

Table 4.7: Model summary for multiple regression

Table 4.24 shows that the independent variables—cross-functional coordination, resource allocation, effective communication, and strategic leadership—account for 97.4% of the variation in the performance of National NGOs in Juba, South Sudan, according to the (R2) value of 0.974. The error term is responsible for the remaining 2.6%. These same independent variables account for 97.3% of the performance variation, with the error term responsible for the remaining 2.7%, according to the adjusted (R2) value of 0.973. According to Cohen (1988), this illustrates a model with a high goodness of fit.

	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.093	.067		1.386	.168	-.040	.226		
RA9	.106	.084	.100	1.255	.211	-.061	.273	.024	42.459

a. Dependent Variable: OP3

Table 4.8: Coefficients for multiple regression and performance

The above analysis along with unassimilated coefficients that indicate the estimated size or magnitude of changes and t-statistics that compare each regression coefficient's statistical significance to its p-value. The following findings were uncovered by research: An average unit increase in cross-functional coordination does not appear to have a significant impact on the performance of National Non-Governmental Organizations (NGOs) in Juba. An increase in units in resource allocation procedures results in an average rise of 0.106 units in NGO performance in Juba, according to the coefficient of 0.106 and p-value of 0.211. This implies a direct but insignificantly positive influence.

With a p-value less than 0.05, the coefficient value is 0.581. This demonstrates that there is a significant positive effect, with an average increase in performance of 0.581 units following a unit increase in effective communication practices. P-value > 0.05 and a coefficient of 0.186 are present.

The t-value is 1.386 and the p-value is 0.168. Because the p-value is higher than 0.05, the study concludes that strategic implementation practices have a marginally favorable impact on NGO performance in Juba. Consequently, the null hypothesis—which asserts that there is no appreciable effect of strategic implementation practices on performance—is accepted. The regression equation ($Y = 0.093 + 0.134X1 + 0.106X2 + 0.581X3 + 0.186X4$) is used to predict NGO performance in Juba based on strategic implementation practices. Based on $B = 0.093$ and $p > 0.05$, it can be inferred that there is a minimally positive effect of strategic implementation practices on performance. Effective communication practices have the largest impact on performance ($B = 0.581$, $p < 0.05$), while strategies for strategic leadership ($B = 0.186$, $p > 0.05$), cross-functional coordination ($B = 0.134$, $p > 0.05$), and resource allocation ($B = 0.106$, $p > 0.05$) have the least impact.

B. CORRELATION ANALYSIS

The likelihood of obtaining a comparable correlation coefficient in the broader population from which the sample was drawn can be ascertained by evaluating a correlation coefficient that was obtained from a randomly selected sample (Bryman & Bell, 2016). For this study to fully understand the relationships between the variables examined, correlation analysis was crucial. As a significant limitation of this study, it is imperative to remember that correlation does not imply influence or causation. The objective was to ascertain whether the research variables correlated. On a range from -1 to 1, the Pearson correlation coefficient (r), a measure of the linear relationship between two continuous variables, was assessed. The value is zero in the absence of a linear relationship and -1 in the presence of a perfect negative linear relationship.

		FC9	RA9	EC9	SL9	OP3
RA9	Pearson Correlation	.965**	1	.988**	.986**	.977**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	183	183	183	183	183
OP3	Pearson Correlation	.971**	.977**	.986**	.984**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	183	183	183	183	183

**. At the 2-tailed 0.01 significance level, there is a correlation

Table 4.9: Correlation analysis

With a p-value of less than 0.05 and a strong model fit of 96.5%, Table 4.26 demonstrated a significant correlation between cross-functional coordination practices and resource allocation practices.

V. SUMMARY CONCLUSIONS AND RECOMMENDATIONS

The data indicated that many individuals had a positive view on the impact of resource distribution on performance. Although the effectiveness of financial resource distribution and transparency was deemed moderate, there was more consensus on the fair allocation of human resources and responsibilities. While the supportive work environment was seen in a positive light, there were differing opinions on whether enough investment was being made in physical resources. Different responses are represented by standard deviations, showing varied experiences and perceptions among respondents. The t-value for the association between resource allocation and NGO performance was 1.038, with a p-value of 0.000. With a p-value below 0.05, the study determines that NGO performance is significantly improved by resource allocation. Therefore, the decision was made to support the alternative hypothesis stating that resource allocation influences NGO performance while dismissing the null hypothesis suggesting that resource allocation does not have any impact.

The research proposed ideas to improve how organizations utilize resources by analyzing resource allocation, particularly financial, human, and physical resources. Introduce flexible budgeting methods that can be modified according to changing organizational requirements and external influences. Create strong financial monitoring systems to monitor expenses in real time, guaranteeing transparency and accountability. Consistently conduct cost-benefit evaluations to determine the financial feasibility of projects and initiatives, allocating funds to endeavors with the greatest returns. Give primary financial support to key tasks connected to the organization's strategic objectives, but also keep a backup for unforeseen costs and chances.

Keep an eye out for skill gaps and future requirements by regularly evaluating the workforce. Put training programs in place to close these skills gaps and improve worker competence. Create a succession plan to minimize disruptions caused by key personnel retirements or departures and to ensure continuity. Foster a culture that encourages employee engagement, satisfaction, and retention by offering competitive compensation, benefits, and career advancement opportunities. Support open communication and feedback mechanisms to address employee concerns proactively. Align employee skills and expertise with suitable tasks and projects to ensure efficient and effective use of human resources. Promote cross-functional teamwork and collaboration to boost productivity and innovation.

Implement a comprehensive asset management system for tracking and maintaining physical resources, including regular inspections, maintenance, and timely upgrades or replacements. Develop a lifecycle management plan to maximize asset utility and minimize downtime.

promoting environmentally friendly practices by regularly reviewing and updating policies to comply with ever-changing donor regulations and standards. Effective resource allocation is essential for organizational success and growth. By strategically managing financial, human, and physical resources, organizations can improve operational efficiency, drive innovation, and achieve long-term objectives. Implementing these recommendations will ensure optimal resource use and contribute to overall organizational success. However, there is a deficiency of comparative research examining the strategic implementation practices and performance of NGOs in Juba compared to those in other conflict-affected regions. Additionally, there's limited research evaluating the effectiveness of capacity-building programs in improving strategic implementation skills among NGO personnel in Juba.

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