

Influence of Situation Analysis on Performance of Youth Enterprises Development Fund in Nairobi City County

Michael Ronald Githinji, *Eunice Kirimi & Joshua Miluwi
School of Business and Economics, Kenya Methodist University, Kenya
***Corresponding Author**

DOI: <https://dx.doi.org/10.47772/IJRISS.2023.701009>

Received: 11 September 2023; Revised: 22 September 2023; Accepted: 26 September 2023; Published: 25 October 2023

ABSTRACT

The absence of situation analysis may result in inadequately designed strategies, misallocation of resources, and poor risk management approach all of which could negatively impact organizational performance. The purpose of the study was to assess the influence of situation analysis on the performance of youth enterprise development funds (YEDF) in Nairobi city county. The study was descriptive, targeting a population of 114 staff at the headquarters. A Census of all the target respondents was considered as the sample. A questionnaire with open and closed questions was used to obtain data for the study through online and physical administration. Analysis of data was done by descriptive, content, and regression analysis. Out of a sample of 114 respondents, only 96 respondents returned their questionnaires which represented a response rate of 84.2%. Results of the study revealed that an r-square of 0.196, which implies that situation analysis, accounted for 19.6% of the changes in the performance of the youth enterprises fund. Besides, the study revealed a β of 0.713 and a p-value of $0.001 < 0.05$. The study concluded that situation analysis had a positive and significant influence on the performance of YEDF in Nairobi city county. The study recommended the YEDF enhance and pay more attention to both internal and external factors that affect its performance. YEDF should conduct more internal assessments of its strengths and weaknesses. Besides YEDF in Nairobi county should also conduct a situation analysis on the external environmental factors including technology and economics to enhance its performance.

Keywords: Situation Analysis, Strategic Planning, Performance, Youth Enterprises Development Fund, Nairobi City County

INTRODUCTION

Effective strategic planning of any youth project depends on robust planning and performance evaluations. Situation analysis is among the first steps in coming up with a good strategic plan for youth enterprises fund (Adzmi & Hassan, 2018). Youth enterprises fund is a potential vehicle for economic growth, generation of opportunities for the youths, and a tool that sparks innovation for purposes of entrepreneurship among the youth across the globe (Aubry, Hobbs & Thuillier, 2019). The potential yielded by youth-led enterprises in economic transformation is underscored by their inherent dynamism, creativity, and scalability. However, the successful implementation of youth projects requires a successful interplay between project planning, execution, monitoring, and evaluation of performance (Cao & Hoffman, 2021).

Situation analysis as a precursor for project planning involves the examination of the internal and external environment of a business that could have an impact on the performance of a business (Chen & Kao, 2019). The internal conditions entail the examination of the strengths, the weaknesses, the resources at the disposal of a company the capabilities of an organization, and the threats facing an organization. The external environment on the other hand encompasses the socio-economic conditions, the regulatory environment, the competition landscape, and the prevailing market dynamics (Dai & Wells, 2022; Sharma, 2019). A holistic evaluation provides the strategic managers, project managers, and other stakeholders with a well-grounded

understanding of the program's operational landscape to make informed decisions around strategic planning (Dey, 2019).

The YEDF in Nairobi City County operates under an evolving market trend, fluctuating funds availability, and different challenges facing youth entrepreneurs. An understanding of the situation facing youth-owned businesses provides a strategic manager with a better understanding of the circumstances to provide a tailor-made strategic plan that offers solutions to problems and challenges facing the youth (Englund & Graham, 2019; Tangpong, Hung & Li, 2019). Conducting situation analysis enables a strategic manager to understand the risks facing youths, the future trends, and the as well as the opportunities anticipated. Project managers are well able to come up with strategies that adjust to the changes in market conditions, socio-economic paradigm shifts, and technological adjustments when they conduct situation analysis (Farooquie & Farooquie, 2019).

Strategic planning is of paramount importance when it comes to managing youth initiatives, where projects supported by youth enterprise development funds play critical functions in creating economic growth through innovations (Irfan, Khan, Hassan, Hassan, Habib, Khan & Khan, 2021). However, a challenge can arise when it comes to conducting a situation analysis to enact the performance of the youth enterprise fund functions (Scott-Young & Samson, 2017). Many strategic managers are not aware of or even choose to ignore the delicate role that situation analysis plays in enhancing organizational performance. To enhance organizational performance an in-depth situation analysis of the external and external factors could influence organizational performance (Todorovic, Mitrovic & Bjelica, 2018).

Conducting situation analysis ineffectively can result in inadequately designed strategies, misallocation of resources, and poor risk management approach all of which could negatively impact organizational performance (Too, & Weaver, 2019; Wilbur & Cameron, 2020). As a result of the absence of situation-deserving youths who rely on youth enterprises funds could also face the risk of not being included as potential beneficiaries, dampening entrepreneurial spirit, loss of investment or even getting funds that are not enough capital to start businesses of their dreams which could be also a result of funds administrators lacking a resource optimizing plan (Ward, Curtis & Chapman, 2021). Besides, the youth enterprises fund could also channel resources to youth projects with suboptimal chances of success which also hurts the overarching goal of the organization's mandate to foster sustainable youth-led businesses (Zwikaël & Globerson, 2020). The areas of situation analysis and project performance remains understudied; therefore, a comprehensive analysis of the context of situation analysis and performance of youth enterprise fund would fill the gap can offer a better project planning approach.

LITERATURE AND HYPOTHESIS

Theoretical Literature

Theory of Constraints (TOC)

The theory of constraint argues that every project is faced with one limiting condition that affects the optimal performance of the plan (Almasaeid, 2021). The constraint determines the pace and the capacity of the program which affects its overall performance such as the youths financed, the new businesses started, and new products created by the youths (Janosz, 2023). The theory posits that by identifying and managing the limiting factor organizations can maximize their output and also realize other overall outcomes that are desired. The TOC's main principle is to focus on the constraint which could be a physical resource or even a policy or process weakness (Saleh, Immawan, Hassan & Zakka, 2019). By eliminating the constraint, the whole strategy becomes a success. Strategic managers are called to address the constraint at the project planning phase, usually, Youth-related initiatives such as the youth enterprises fund involve processes of due diligence, funds mobilization, funds allocation, and monitoring and evaluation. Strategic managers

need to assess the weaknesses or constraints at any of these phases to ensure that constraint is eliminated (Talib & Kashkol, 2019).

A constraint may be for instance in the identification of needy youths or projects that require financing such as in smart climate, agribusiness, or technological advancement, conducting a situation analysis to eliminate constraints at the program inception phase helps in eliminating bottlenecks that would otherwise affect performance. The Youth Enterprises Development Fund can adjust schedules or modify the processes to ensure that constraints are eliminated. TOC has extended its scope to not only a particular phase or practice but also to view the whole strategic management as an interconnected system, this way the strategic managers can understand that disruption or delay in one phase impacts the rest. The approach encourages the team members to communicate and collaborate to address the constraint collectively (Urban & Rogowska, 2019).

Contingency Theory

The contingency theory which is also referred to as the fit theory argues that there is no specific way of conducting management, but instead, management is dependent on the situational factors facing an organization (Wilson, 2020; Csaszar & Ostler, 2020). This theory recognizes that organizational characteristics changes, and environmental dynamisms affect a business which implies that strategic managers must tailor-make or customize a strategic plan in such a way that it fits the organization as it is (Gaukroger, 2019; Putri, 2020). The proposition by the contingency theory argues that managers must conduct environmental scanning to understand the environment under which a business operates, which could include the preferences of the consumers, the regulatory environment, and the market trends, to offer tailor-made solutions (Kankaew & Pongsapak, 2020). It is always important for strategic managers to analyze the organization's specific characteristics for an appropriate project-planning approach. Some organizations thrive or hierarchical cultures others may succeed or decentralized and collaborative cultures (Pang, Jin & Cameron, 2023). Therefore, aligning an organization with the right organizational culture enhances performance.

Stakeholder Theory

The stakeholder theory argues that organizations do not operate in isolation but have far-reaching impacts on other stakeholders including but not limited to, employees, investors, and communities (Barney, & Harrison, 2018; Miles, 2019; Retolaza, Aguado & Alcaniz, 2018). A consideration of the different priorities, preferences, and interests of different stakeholders can enable a strategic manager to formulate a plan that would lead to better organizational performance (Berman & Johnson-Cramer, 2017). The incorporation of different stakeholders begins with the identification, assessment, and analysis of the different stakeholders involved in the organization's activities (Freeman, Dmytriiev & Phillips, 2021). Youth enterprises fund as an organization that handles youth affairs would need to consider the aspirations of the young entrepreneurs, the administration of their funds, and the large community concerns. Engaging stakeholders in the strategy conception phase allows the strategic managers to gather insights from different stakeholders, address their concerns, and incorporate important feedback from the stakeholders (Godam, Omego & Ochonogor, 2019; Valentinov, Roth & Will, 2018). Stakeholder theory underscores the importance of transparency, accountability, and responsible decision-making. By incorporating ethical practices strategic managers can come up with strategies that serve the interests of the youths to offer long-term and sustainable solutions.

Empirical Literature

Sadudin (2019), examined the effect of strategic planning on the performance of micro, small, and medium enterprises in India, the study applied path analysis to determine the direct relationship between strategic planning and the performance of the organization. Besides, the study analyzed the indirect relationship

through competitive advantage as a moderating variable. The study sought to find out how managerial competence factors, environment, and cultural factors affected organizations, subsequently having an impact on competitive advantage and then company performance. The study gathered data for the study through primary and secondary sources. The study questionnaire had Likert-type questions. The population of the study was the owners of the firms studied.

The findings of the study revealed that managerial factors did not significantly affect strategic planning, which suggested that managerial decisions could not be aligned well with the strategic planning decisions among the firms. The study also revealed that environmental factors significantly affected strategic planning, which suggested that the firms adapted their strategies in response to the happenings of the external environment, which underscores the significance of situation analysis. Besides the study revealed that culture insignificantly affected strategic planning. The study revealed that managerial factors had a significant effect on the organization's performance. The study revealed that managerial, cultural, and environmental factors accounted for 63.3% of variations in organizational performance. The study also revealed that the inclusion of competitive advantage into the model resulted in an 88.8% change in performance which underscores the importance of building competitive advantages among firms in India. The study provides an intricate relationship between, managerial, environmental, and cultural factors, strategic planning, competitive advantage, and performance of the micro, small, and medium enterprises. The study shows the varying degree of influence that the factors have among themselves and also the commutative impact on performance. The findings are important to stakeholders in decision-making on strategic planning competitive advantage and performance. The study however was conducted in India where businesses are faced with different regulatory, market trends, and competitive landscape. The findings cannot be generalized as applicable in the Kenyan case and in particular on the youth enterprises development fund.

George, Walker, and Monster (2019), examined the impact of strategic planning on organizational performance. The study conducted a meta-analysis of 31 empirical studies, with the main question being, does strategic planning indeed contribute to overall organizational performance? Results of the study from random-effects meta-analysis reveal that strategic planning exerts a positive impact on the performance of organizations, with an effect that is also significant. The effect also appears to be robust and resilient across different organizations and sectors which are either in the public or private sector within and even outside the United States of America. The study adds knowledge to the context of strategic planning and organizational performance with the argument that a positive relationship between organizational performance and strategic planning is more optimal when it is assessed through effectiveness. Strategic planning has a more profound impact when it takes a formal approach which signifies the relevance of a systematic approach to planning to yield positive outcomes.

The outcomes of the study affirm the efficacy of strategic planning as a tool for boosting organizational performance in diverse sectors, both private and public. To underscore its universal relevance. The study therefore provides compelling evidence that strategic planning results in improvement in the performance of organizations, whose outcome is consistent across diverse sectors and regional contexts. The study, however, is based on critical literature analysis and review approach without conducting a study in any particular context, This makes the study not generalizable in the focus of youth enterprises funds which might call for a different approach, youth preferences and demands as well as the regulatory and market trends demands for an approach that is might be different therefore a need to do actual study in the context of youth enterprise development fund.

Alotaibi (2020), examines the intricate nature of the relationship between the impact of strategic planning, innovation, and organizational performance in the Saudi Red Crescent Authority. The study was a survey case study. The study gathered primary data from 212 employees who were located in Riyadh and Jeddah

which represented a diverse workforce for the organization. Study findings which were revealed through robust regression analysis revealed that strategic planning, innovation, and the overall organization performance between a joint of the two independent variables. The results suggested that an improvement in strategic planning and innovation resulted in a positive outcome of the overall organizational performance. The findings of the study underscore the importance of strategic planning in enhancing organizational performance which enriches existing theoretical frameworks on relationships between strategic planning and organizational performance. The outcomes of the study had policy implications for the decision makers of the Saudi Red Crescent Authority who can apply strategic planning to bolster organizational performance where the organization aligns its strategic plan efforts with the goals and mission. Besides, emphasis on innovation by creating new products and processes can increase performance. According to the study, strategic managers should develop and implement strategic plans that involve diverse stakeholders and take into consideration market insights. Also, continuous monitoring and control play a significant role in putting strategic plans in course. Employees also should come up with new ideas to foster better performance. The study was however conducted in a different geographical zone where the business is faced with different internal and external operating environments, therefore findings of the study cannot be generalized in the context of the youth enterprises development fund in Nairobi county.

Elkanah (2021), assessed the impact of strategic planning on the performance of public health centers in Nigeria by looking at their growth and development. The study's main specific variables included, the influence of analysis of the mission and core values of an organization, and an examination of the internal and external environment under which a business operates which are the main foundations of strategic planning and strategy formulation. The population of the study included 45 public health facilities in Lagos, where primary data was collected by a questionnaire through drop and drop-and-pick method. The study applied regression analysis to analyze the data. The findings of the study revealed that public health facilities in Nigeria engage in strategic planning to enhance performance such as increase profits and boost market share. The findings of the study implied that strategic planning directly impacts the efficiencies and effectiveness of organizations and the survival of institutions.

Mwangi, Kariuki, and Muturi (2020), examined the relationship between strategic planning and the performance of state corporations in Kenya. The study applied a cross-sectional survey research design on 102 randomly selected respondents from a population of 200 state-owned corporations in Kenya. Primary data was collected using questionnaires which were administered both physically and online. The study analyzed data through correlation analysis which revealed that an improvement in strategic planning resulted in a corresponding direct change in the performance composite score, the predictor variable (strategic planning), which could explain 20% of the variations of the performance. The study implication was that businesses should not only recommend or formulate strategic plans but should also be implemented to enhance performance. The study therefore provides an important nexus between strategic planning and the performance of the Youth Enterprises Development Fund in Nairobi City County. The paper, therefore, formulated the following hypothesis.

H_{01} : Situation Analysis does not have a significant influence on the Performance of the Youth Enterprises Development Fund in Nairobi City County.

DATA AND METHODS

The study applied descriptive research design, the descriptive research design was chosen because it enables a researcher to answer questions relating to, which, how, what, and who about a study (Ibrahim, Daniyal, Asmawaty & Kamaludin, 2021). The population of the study was 114 board members at the Youth Enterprises Development Fund in Nairobi County. The study applied census to the sample. Data was collected using a questionnaire with closed and open questions. The questionnaire was semi-structured to

allow for closed questions which were in Likert whereas the open questions allowed for an in-depth understanding of the nature of the study variables and their relationship. Questionnaires were chosen because of their ability to collect large amounts of data within a short time while using fewer resources compared with other ways of collecting data (Mazhar, 2021; Mwita, 2022).

The study collected data from 96 respondents and analyzed the data by quantitative techniques. Quantitative methods involved the use of descriptive analysis through the determination of measures of central tendencies, mean, frequency, and percentages whereas the measures of dispersion were determined through standard deviation. Besides the study applied regression analysis to understand the nature of the relationship between study variables.

FINDINGS AND DISCUSSIONS

This study targeted 114 individuals whereby the study was able to collect data from 96 respondents which represents a response rate of 84.2%.

Table 1: Descriptive statistics on Situation Analysis

Statement on Situation Analysis Practices	M	Std.dev
We assess the social preferences of our clients in our organization	4.08	0.763
We Assess the effect of economic policies on empowerment	4.16	0.67
We Provide allowances for the dynamic business environment in the strategic plan	4.31	0.701
We carry out Assessments of our internal strengths e.g. financial or employee skills	4.35	0.74
We carry out Assessments of available opportunities for our organization	3.97	0.824
We Assess the effect of political and legal policies	3.93	0.824
We carry out assessments on technological factors affecting our organization	4.45	0.613

Table 1 shows that respondents agreed that organizations assess the social preferences of their clients in our organization, as evidenced by a mean score of 4.08. They also agreed with the statement that respondents assess the effect of economic policies on empowerment, as evidenced by a mean score of 4.16. The respondents also agreed, as demonstrated by a mean of 4.31, that they made allowances for the dynamic business environment in the strategic plan. The survey also revealed that organizations conducted assessments of our internal strengths, such as financial or employee skills, as demonstrated by a mean score of 4.35. Respondents also agreed that they conduct Assessments of available opportunities for their organizations, as demonstrated by a mean of 4.45. Mwangi et al. (2020), agreed with the study findings when they sought to investigate the effect of strategic planning on the performance of state corporations in Kenya. Situation analysis and environmental scanning was the major independent variable whereas firm performance was considered the dependent variable the findings of the study confirmed that the businesses conducted internal versus external environmental analysis by the application of PESTEL analysis, use of SWOT analyses, and TOWS analysis.

Descriptive Statistics on Organization Performance of YEDF in Nairobi City County

Table 2: Descriptive Statistics on Organization Performance

Statement		
Statement on Strategic Monitoring and Evaluation		
	M	Std. dev
There has been an increase in youth opening business	4.32	0.657
We have carried out business management training and financial literacy	4.33	0.829

Income levels of reserved groups have increased through Youth Enterprises funds	4.45	0.793
The social welfare of reserved groups has increased	4.34	0.927

Table 4.2 results revealed that respondents agreed that there has been an increase in the number of young people starting businesses, based on a mean score of 4.32. According to the results, respondents agree that they have received business management training and financial literacy, as evidenced by a mean score of 4.33. Respondents also agreed that the income levels of reserved groups had increased by a mean of 4.45 percent as a result of Youth Enterprises funds. Finally, it was agreed that reserved groups' social welfare has increased by a factor of 4.34.

Hypothesis Testing

Table 3 shows an r-square of 0.196, which implies that situation analysis, accounted for 19.6% of the changes in the performance of the youth enterprises fund. Besides, the table shows an F-ratio of 22.948 which was associated with a p-value of $0.001 < 0.05$, which suggested that the model was statistically significant in predicting organizational performance. Lastly, the table shows a β of 0.713 and a p-value of $0.001 < 0.05$, which implies that situation analysis as a component of strategic planning had a positive and significant influence on the performance of youth enterprises fund in Nairobi county. Elkanah (2021), agreed with the study findings when the scholar assessed the impact of strategic planning on the performance of public health centers in Nigeria the findings of the study revealed that public health facilities in Nigeria engage in strategic planning to enhance performance such as increase profits and boost market share. The findings of the study implied that strategic planning directly impacts the efficiencies and effectiveness of organizations and the survival of institutions.

Table 3: Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.443 ^a	0.196	0.188		0.58654	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.895	1	7.895	22.948	.000 ^b
	Residual	32.339	94	0.344		
	Total	40.234	95			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.385	0.624		2.218	0.029
	situation analysis	0.713	0.149	0.443	4.790	0.000

1. Dependent Variable: Organizational performance of YEDF in Nairobi City County
2. Predictors: (Constant), Situation Analysis

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concluded that the YEDF pays attention to assessing its internal strengths including financial and

human resources. The YEDF also acknowledges the dynamic nature of the business environment and includes it in the strategic plan. The YEDF also emphasizes how technology influences its operation. In addition, the study concluded that the YEDF pays attention to how the economic environment affects the empowerment of youths. The study concluded that situational analysis had a positive and significant influence on the performance of youth enterprises fund in Nairobi County, therefore study rejected the null hypothesis that Situation Analysis does not have a significant influence on the Performance of the Youth Enterprises Development Fund in Nairobi City County.

Recommendations

The study recommended the YEDF enhance and pay more attention to both internal and external factors that affect its performance. YEDF should conduct more internal assessments of its strengths and weaknesses. Besides YEDF in Nairobi county should also conduct a situation analysis on the external environmental factors including technology and economics to enhance its performance.

REFERENCES

1. Adzmi, R. M., & Hassan, Z. (2018). A Theoretical Framework of Critical Success Factors on Information Technology Project Management During Project Planning. *International Journal of Engineering & Technology*, 7(4.35), 650.
2. Almasaeid, I. S. (2021). The Impact of Applying the Theory of Constraints on the Competitive Advantage: Evidence from Jordan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 11(4), 78-85.
3. Alotaibi, H. J. M. (2020). Impact of Strategic Planning and Innovation on Organizational Performance of the Saudi Red Crescent Authority. *International Journal of Management Excellence*, 14(3), 2095–2108.
4. Aubry, M., Hobbs, B., & Thuillier, D. (2019). The contribution of the project management office to organizational performance. *International Journal of Managing Projects in Business*, 2(1), 141–148.
5. Barney, J. B., & Harrison, J. S. (2018). Stakeholder Theory at the Crossroads. *Business & Society*, 59(2), 203–212.
6. Berman, S. L., & Johnson-Cramer, M. E. (2017). Stakeholder Theory: Seeing the Field Through the Forest. *Business & Society*, 58(7), 1358–1375.
7. Cao, Q., & Hoffman, J. J. (2021). A case study approach for developing a project performance evaluation system. *International Journal of Project Management*, 29(2), 155–164.
8. Chen, L. Y., & Kao, C. H. (2019, April). Notice of Retraction: The effects of strategic implementation of project management and performance. *2010 2nd IEEE International Conference on Information Management and Engineering*.
9. Csaszar, F. A., & Ostler, J. (2020). A Contingency Theory of Representational Complexity in Organizations. *Organization Science*, 31(5), 1198–1219.
10. Dai, C. X., & Wells, W. G. (2022). An exploration of project management office features and their relationship to project performance. *International Journal of Project Management*, 22(7), 523–532.
11. Dey, P. K. (2019). Process re-engineering for effective implementation of projects. *International Journal of Project Management*, 17(3), 147–159.
12. Elkanah, A. (2021). Impact of Strategic Planning on Organizational Performance of Health Care Services in Nigeria. *Science Journal of Business and Management*, 9(3), 209.
13. Englund, R. L., & Graham, R. J. (2019). From Experience: Linking Projects to Strategy. *Journal of Product Innovation Management*, 16(1), 52–64.
14. Farooquie, P., & Farooquie, J. A. (2019). Project planning and performance: An empirical study. *International Journal of Project Organization and Management*, 1(4), 408.
15. Freeman, R. E., Dmytriiev, S. D., & Phillips, R. A. (2021). Stakeholder Theory and the Resource-Based View of the Firm. *Journal of Management*, 47(7), 1757–1770.

16. Gaukroger, S. (2019). Overview: Contingency in Nature. In *Boston Studies in the Philosophy and History of Science* (pp. 1–7). Springer International Publishing.
17. George, B., Walker, R. M., & Monster, J. (2019). Does Strategic Planning Improve Organizational Performance? A MetaAnalysis. *Public Administration Review*, 79(6), 810–819.
18. Godam, E. G., Omego, C., & Ochonogor, C. (2019). A Review of Stakeholder Theory and its Application in Public Relations Practices. *International Journal of Communication and Media Science*, 6(3), 15–22.
19. Ibrahim, A., Daniyal, H., Asmawaty, T., & Kamaludin, A. (2021). Potential Data Collections Methods for System Dynamics Modelling: A Brief Overview. *International Journal of Advanced Computer Science and Applications*, 12(3), 78-92.
20. Irfan, M., Khan, S. Z., Hassan, N., Hassan, M., Habib, M., Khan, S., & Khan, H. H. (2021). Role of Project Planning and Project Manager Competencies on Public Sector Project Success. *Sustainability*, 13(3), 1421.
21. Janosz, M. (2023). The Theory of Constraints as a Method of Results Optimization in Complex Organization. *Archives of Foundry Engineering*.
22. Kankaew, K., & Pongsapak, T. (2020). Contingency theory: The analysis of air transportation before, during, and after the pandemic in Thailand. *IOP Conference Series: Materials Science and Engineering*, 918(1), 012047.
23. Mazhar, S. A. (2021). Methods of Data Collection: A Fundamental Tool of Research. *Journal of Integrated Community Health*, 10(01), 6–10.
24. Miles, S. (2019). Stakeholder Theory and Accounting. In *The Cambridge Handbook of Stakeholder Theory* (pp. 173–188). Cambridge University Press.
25. Mwangi, J. M., Kariuki, M. I., & Muturi, P. G. (2020). Influence of Strategic Planning on Performance of State Corporations in Kenya. *International Journal of Scientific and Research Publications (IJSRP)*, 10(05), 457–462.
26. Mwita, K. (2022). Factors to consider when choosing data collection methods. *International Journal of Research in Business and Social Science* (2147- 4478), 11(5), 532–538.
27. Pang, A., Jin, Y., & Cameron, G. T. (2023). The Contingency Theory of Strategic Conflict Management: Review from Three Decades of Theory Development, Extension, and Application. *Journalism & Communication Monographs*, 25(2), 193–214.
28. Putri, J. (2020). *Contingency Theory, Moderating Variable and Mediating Effect in The Economic Sphere*.
29. Retolaza, J. L., Aguado, R., & Alcaniz, L. (2018). Stakeholder Theory Through the Lenses of Catholic Social Thought. *Journal of Business Ethics*, 157(4), 969–980.
30. Sadudin, I. (2019). An Analysis of the Effect of Strategic Planning Towards Company Performance in the Effort of Creating Competitive Advantages. *European Journal of Business and Management*, 7 (6), 67-82.
31. Saleh, C., Immawan, T., Hassan, A. B., & Zakka, M. N. (2019). Profit Optimization Through the Application of Theory of Constraints (TOC): A Case Study in Printing Company. *IOP Conference Series: Materials Science and Engineering*, 530(1), 012045.
32. Scott-Young, C., & Samson, D. (2017). Project success and project team management: Evidence from capital projects in the process industries. *Journal of Operations Management*, 26(6), 749–766.
33. Sharma, U. (2019). Giving contingency theory of management accounting and control a critical edge. *International Journal of Critical Accounting*, 11(1), 16-27.
34. Talib, M. H., & Kashkol, A. M. H. (2019). Theory of Constraints in Construction Projects. *Journal of the University of Babylon for Engineering Sciences*, 27(2), 109–124.
35. Tangpong, C., Hung, K.-T., & Li, J. (2019). Toward an agent-system contingency theory for behavioral supply chain and industrial marketing research. *Industrial Marketing Management*, 83, 134–147.
36. Todorovic, M., Mitrovic, Z., & Bjelica, D. (2018). Measuring Project Success in Project-Oriented Organizations. *Management – Journal for Theory and Practice of Management*, 18(68), 41–48.

37. Too, E. G., & Weaver, P. (2019). The management of project management: A conceptual framework for project governance. *International Journal of Project Management*, 32(8), 1382–1394.
38. Urban, W., & Rogowska, P. (2019). Systematic Literature Review of Theory of Constraints. In *Lecture Notes in Mechanical Engineering* (pp. 129–138). Springer International Publishing.
39. Valentinov, V., Roth, S., & Will, M. G. (2018). Stakeholder Theory: A Lachmannian Perspective. *Administration & Society*, 51(5), 826–849.
40. Ward, S. C., Curtis, B., & Chapman, C. B. (2021). Objectives and performance in construction projects. *Construction Management and Economics*, 9(4), 343–353.
41. Wilbur, D., & Cameron, G. T. (2020). Theory Meets Practice: Updating the Contingency Theory of Conflict Management with Insights from an Adroit Practitioner. *Romanian Journal of Communication and Public Relations*, 22(2), 107–121.
42. Wilson, A. (2020). *The Nature of Contingency*. Oxford University Press.
43. Zwikael, O., & Globerson, S. (2020). Benchmarking of project planning and success in selected industries. *Benchmarking: An International Journal*, 13(6), 688–700.