We use revenue-generating programs to support the organization when funding becomes minimal.

We have commercialized part of our services so as to generate funding for the organization.

THANK YOU FOR ANSWERING THE QUESTIONS.
17. How frequently do you receive these funding?
   Annually ( ) Semi-annually ( ) Quarterly ( ) Monthly ( )
   Other…………………………………………………………

18. Does your organization encounter funding challenges?
   Yes ( ) No ( )

19. Are there any expansion plans within the organization to facilitate fund raising
devices?
   Yes ( ) No ( )

20. How does your organization deal with funding challenges?
   ……………………………………………………………………………
   ……………………………………………………………………………

21. Using the key 5=strongly agree; 4=agree; 3=neutral; 2=disagree and 1=strongly
disagree; How strongly would you agree to the following statements about your
organization?

<table>
<thead>
<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
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<tbody>
<tr>
<td>There are strategic plans aiming at increasing the source of funding</td>
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<td>The organization has invested in marketing strategies to enable the</td>
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<td>organization make money</td>
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<td>The management creates good rapport with sponsors who are willing</td>
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<td>to support the sport</td>
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<tr>
<td>The board has linkages that bring about funds and skills from outside</td>
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<tr>
<td>We are involved in community works that increase our linkages as an</td>
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<tr>
<td>organization</td>
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</tbody>
</table>
Section C: Effect of Management and Adaptive Thinking on Strategy Formulation

13. How does your organization run its activities?
   Through strategic plans (  ) Through sports calendars (  )
   Others……………………………………………………………

14. How strongly would you agree with the following statements about your organization? Using the key 5=strongly agree; 4=agree; 3=neutral; 2=disagree and 1=strongly disagree.

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has a flexible system that listens and adapts to the changes and needs of players</td>
<td></td>
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<td></td>
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<tr>
<td>Our organization adapts to international strategies easily</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our organization adapts to changes in rules and playing requirements with ease</td>
<td></td>
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<tr>
<td>Changes go through a rigorous procedure before they are implemented</td>
<td></td>
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<tr>
<td>The organization has a team that evaluates and monitors changes and enables the organization adapt to these changes</td>
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</tbody>
</table>

15. Using the key 5=strongly affect; 4=affects; 3=neutral; 2=mildly affects and 1=does not affect; indicate how following factors affect your ability to adapt to changes in the organization.

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<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Firm Size</td>
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<tr>
<td>Capital Intensity</td>
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<tr>
<td>Turbulence</td>
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</tbody>
</table>

Section D: Integrating Strategy Formulation and Implementation after Adaptive Thinking

16. Where does your organization get its funding from?
   Government (  ) Sponsors (  ) Well-wishers (  ) Others…………………………..
The people in our organization adapt easily to change
The process used in our organization adapts easily to change
The strategies used and employed in our organization adapts easily to change
The technology adopted and used in our organization facilitates the easy adaptation to change
Our organizational structure facilitates the easy adaptation to change

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>The people in our organization adapt easily to change</td>
<td></td>
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<td></td>
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<tr>
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</tr>
<tr>
<td>The strategies used and employed in our organization adapts easily to change</td>
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<td></td>
</tr>
<tr>
<td>The technology adopted and used in our organization facilitates the easy adaptation to change</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our organizational structure facilitates the easy adaptation to change</td>
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</tr>
</tbody>
</table>

8. How does your organization process prepare for the future? Choose one or more appropriate response.
   - Through the use of strategic plans ( )
   - Creating a work plan ( )
   - Adapting to changes around it ( )

9. What kind of system is used to run the organization?
   - Top-down Management ( )
   - Bottom-up Management ( )
   - Horizontal Management ( )
   - Other …………………………………………………

10. In your organization, who have the autonomy of decision and who influences decisions?
    - Board of Directors ( )
    - Managers ( )
    - Employees ( )
    - Players ( )
    - Others …………………………………………………

11. Which classification does your organization fall in?
    - Traditional Organization ( )
    - Information Age ( )

12. How well does your organization adapt to IT usage in running its programs?
    - Excellently ( )
    - Neutral ( )
    - Poorly ( )
APPENDIX I: QUESTIONNAIRE

This study seeks to establish the impact of adaptive thinking in sports unions’ performance. The following questionnaire has been developed to help the researcher gather information necessary to meet the research objectives that have been highlighted above. Kindly fill in as required.

Section A: Respondents Demographics
1. Gender
   Male ( )   Female ( )

2. Under what union are you registered?
   KHU ( )   KRFU ( )

3. What is your occupation?
   Manager ( )   Staff ( )   Player ( )

4. How long have you been a member of the Union?
   1-5 Years ( )   6-10 Years ( )   11-15 Years ( )   16-20 Years ( )
   21-25 Years ( )   26 and Above ( )

Section B: Adaptive Thinking and Organizational Performance
5. Are there changes that occur in your environment?
   Yes ( )   No ( )

6. How well does your organization adapt to these changes?
   Excellently ( )   Neutral ( )   Poorly ( )

7. How well are your five areas of organization system and operation adapted to change? Using the key 5=strongly agree; 4=agree; 3=neutral; 2=disagree and 1=strongly disagree; indicate how you agree with the following statements.


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REFERENCES


Therefore, there is need for similar studies to be carried out on the other sporting fraternities in the country. The researcher also recommends that since this area presents a new paradigm shift in thinking, additional studies need to be conducted on other organizations in various industries in the country so as to provide a clear and better understanding of the effect of adaptive thinking and organization performance.
5.5.1.2 Effect of Management and Adaptive Thinking on Strategy Formulation
KHU and KRFU must push themselves to be connected and engaged, and they must resist impulses to become isolated and insular. The management of these organizations must cultivate and maintain a wide variety of extra-organizational contacts with individuals, organizations and communities to insure a rich flow of information. The management of these unions can achieve this through the activation of the board, through painstakingly constructed strategic partnerships and through casual personal, professional and organizational affiliations.

5.5.1.3 Integrating Strategy Formulation and Implementation after Adaptive Thinking
KHU and KRFU must is continually expand their capacity to create their future. For these unions, it is not enough merely to survive. These organizations must adapt ‘generative learning,’ learning that enhances their capacity to create their future. KHU and KRFU must embrace dramatic new programs and services as well as modest improvements to existing processes, procedures, policies, structures and systems.

These organizations must be innovate since it is an important characteristic of adaptive capacity both because it suggests the generative process of creating something new or different and because it entails the critical complementary facility of challenging accepted wisdom. Innovation is the generative component of adaptive capacity; the ability to initiate, not just react.

5.5.2 Recommendations for Further Studies
The change management area of adaptive thinking is slowly picking up in organizations as well as the change management field. This part of management has not been fully explored and thus this study has made a major contribution to the academic knowledge relating to that area if management. However, the researcher acknowledges the fact that time constraints and the focus on two organizations in the sports industry has only scratched the surface on the relationship between adaptive thinking and firm performance. The study focused on KHU and KRFU unions and the results provided therein, are limited to these organizations.
changes. The unions were discovered to have the ability to adapt to changes in rules and playing requirements set by international bodies. KRFU had done this fairly well while KHU had difficulties in adopting international strategies due to its system that was not flexible.

5.4.3 Integrating Strategy Formulation and Implementation after Adaptive Thinking

Even though KHU and KRFU have miles to cover in terms of adaptive thinking and coming up with concrete strategies, it can be concluded that the onions have linkages that bring funds and skills from abroad. Both organizations have strategic plans that aim at increasing their sources of funding. It is without a doubt that KRFU’s management has created good rapport with sponsors who are willing to support the sports, while KHU has a lot of work to do in achieving what its counterpart has already done. Both unions have commercialized part of their services so as to generate funding for the organizations and they are involved in community works that increase their linkages to the community.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Adaptive Thinking and Organizational Performance

To be adaptive and to further strengthen programs, KHU and KRFU need to be acutely focused on the dynamism and complexity that exist in their operating environments. The dynamism - the rapidly changing conditions that exist outside of the organization - and complexity - the many forces operating simultaneously to affect programmatic outcomes - provide a compelling rationale for treating external focus as a key attribute of adaptive organizations.

KHU and KRFU need to acutely recognize their interdependence with their environment and their need to leverage capacity, resources and allies from outside the organization. They look not only to adapt nimbly to their environments but also, when possible, to adapt their environments to them.
The study results showed that when dealing with funding challenges, KHU relied heavily on soliciting for sponsors and selling sports equipment (hockey balls) to the teams during league matches. KRFU relied heavily on selling rugby apparels and holding tournaments. Dannemiller (2011) states that marketing has grown in importance as nonprofits attempt to expand their paying and contract-eligible clientele and base of services.

The results showed that both KHU and KRFU’s board had linkages that brought funds and skills from abroad and it had strategic plans that aimed at increasing the source of funding. The study showed that the union’s management created good rapport with sponsors who were willing to support the various sports, they had commercialized part of their services so as to generate funding for the organizations and they were involved in community works that increased their linkages to the community. The also revealed that the unions used technological capacity to source for more funding and they had invested in marketing strategies to raise more capital.

5.4 Conclusions
5.4.1 Adaptive Thinking and Organizational Performance
The study can firmly conclude that people in both the organizations adapt easily to change, as well as the processes used. The strategies used and employed in the unions however, do not adapt easily to change as well as the unions have failed to make use of technology that facilitates the easy adaptation of change. KRFU organizational structure facilitates the easy adaptation to change while the KHU structure inhibits the union’s ability to adapt to change. While looking at the various factors between KRFU and KHU, it has been noted that the former has done better in adapting to changes.

5.4.2 Effect of Management and Adaptive Thinking on Strategy Formulation
It is clear that changes within the unions undergo a rigorous procedure before they are implemented. Both unions have teams that have been selected and mandated with the task of evaluating and monitoring changes that enabled the organizations adapt to the environmental
companies facing low turbulence need less strategic planning, thus the businesses required little tactical planning.

**5.3.3 Integrating Strategy Formulation and Implementation after Adaptive Thinking**

The study revealed that both KHU and KRFU were nonprofit making organizations and Grønbjerg (1988) and Dannemiller (2011) note that adaptation can become particularly complex for nonprofits because they may embody attributes of both public and private sector organizations. Liebschutz (1992) states that non-profits may pursue multiple objectives, reimbursements may not flow directly from clients, and organizational stakeholders can hold diverse expectations.

The researcher wanted to establish where the unions got most of their funding from. The results from the study indicated that KHU received most of its funding from the government KRFU union received funding from both the government and sponsors. The study results showed that KRFU had two streams of funding while KHU had a single stream of funding. Liebschutz (1992) and McMurtry et al., (1991) stated that when nonprofits that are heavily dependent on government funding are cut off, they respond to the loss by creating revenue-generating programs and redirecting their efforts to state and local sources of funds.

The study results showed that the unions were funded semi-annually by their sponsors and the government and although funding was done, the study also revealed that funding was a challenge in the unions even for KRFU who had multiple donors. Salamon (1997), like other researchers, found that nonprofits relied on revenue generating programs and diversified funding streams in order to continue support services that lacked sufficient funding, something that the unions were implementing.

The indicated that the unions (KHU and KRFU) did not have concrete strategic plans in place to increase their sources of revenues in the future, these results are in tandem with Hadley and Culhane (1993) and Liebschutz (1992) who stated that such organizations sought to offset the decline in federal funds through state funds and fees for services.
The study revealed that KHU had failed to gain a flexible system that listened and adapted to the changes and needs of its players and the environment. Glick et al., (1993) states that inflexibility channels behavior and attention to an intolerable degree, driving out significant novelties.

The study also showed that KRFU adapted to changes in the environment and it monitored changes that enabled it to perform better than KHU. Powell (1992) points out that a modest planning-performance classical as strategic preparation positively affects performance, or more specifically, the quantity of strategic planning a firm conducts clearly affects its financial performance.

The study results showed that KHU’s firm size, capital intensity and turbulence enabled the organization to adapt to environmental changes. The study also revealed that KRFU had similar abilities to adapt to changes. These results show that small companies can also apply adaptive thinking which according to Aram and Cowen (1990) is cherished because it can help managers overcome the susceptibility of their companies by aiding them avoid missteps.

The study showed that the unions were not capital intensive firms and thus could easily employ adaptive thinking. Grinyer et al., (1986) and Kukalis (1991) note that capital demanding companies need long periods of regular use to produce an satisfactory return on investment, find it hard to adjust to new plans that were not formerly designed, and they also involve long lead times for the achievement of moving from intent to attain through attainment to full use which was not the case for KHU and KRFU.

The study revealed that KHU and KRFU both faced minimal turbulence. Armstrong (1982) and Pearce et al., (1987) have proposed that the consequence of strategic planning on performance is liable upon the level of turbulence businesses’ face. The most mutual line of reasoning is that directors in organizations facing great turbulence must bank on large sums of strategic planning to deal with changing, unpredictable situations, while managers in
slow, ineffective method of working and adapting. Personnel often view organizational directives as upsetting and generally do not receive this kind of procedure with eagerness. KRFU adopted a system of organization where players were able to give their sentiments since it was flat which is a two-way culture in which workers can work together and work inquisitively - following clues and “linking the dots” to suggest what the management and alternatives and imperatives might be thus resulting in better outcomes and more productive work.

The study indicated that KHU is a traditional organization whilst its counterpart KRFU is an information age union. Daft and Marcic (2010) states that the enterprise that distinguishes an information-driven society demands that the staff be structured more professionally and in a way that can better acclimate to changing conditions and it has higher odds of increasing performance. These results confirm that KRFU is best placed in adapting to change.

The researcher wanted to determine the ability of these organizations adapting information and technology and the results showed that KRFU was better placed in adapting IT technologies compared to KHU. Daft et al., (2010) notes that a corporate can find one specific knowledge management system to be important to the corporation’s strategy and losing it can risk task failure, but their constricting and other procedures are so ancient that they can only apply patch after patch as a substitute of installing a state-of-the-art extra; this is a situation that was taking place in KHU.

5.3.2 Effect of Management and Adaptive Thinking on Strategy Formulation

From the study results, it was revealed that KRFU stuck to a strategic plan while KHU relied on activity calendars. Ansoff (1991) notes that clear planning procedure rather than haphazard theory results in the interpretation and collection of data serious to creating and sustaining organization-environment alignment. He further states that this action yields better alignment and financial outcomes than does trial-and-error learning.
improvements to existing processes, procedures, policies, structures and systems. The study also recommended that these organizations must be innovate since it is an important characteristic of adaptive capacity both because it suggests the generative process of creating something new or different and because it entails the critical complementary facility of challenging accepted wisdom. Innovation is the generative component of adaptive capacity; the ability to initiate, not just react.

5.3 Discussions

5.3.1 Adaptive Thinking and Organizational Performance

The study revealed that KHU and KRFU experienced continuous environmental changes. Slade (2008) states that, corporations must be extremely quick to meet the ever-changing demands of the world in which they work. He further states that adaptive organization does not become so by chance, it takes the organization’s leadership to make changes aligned internally and with the present and future external environments.

The study revealed that KRFU was better placed in adapting to environmental changes as compared to KHU. Slade (2008) states that organizations that do not align to changes in the environment cannot adapt effectively to the opportunities and challenges it faces and will not survive the Information Age, this puts KHU at risk of becoming insignificant if it does not adapt to these changes. KRFU was doing better but it needed to improve on its adaptability to the environment.

From the study, it was revealed that KRFU is strategically best placed in handling unforeseen challenges and occurrences when compared to KHU. Toffler (2009) states that adaptive capability begins with the ability to pinpoint desired changes in the working environment. He also states that the change discovery procedure is highly detailed and can be complex and prolonged.

The study showed that KHU adopted a system where BOD and managers dictated the direction of the union (Top-Down Management System) that Toffler (2009) observed to be a
stratified sampling technique to divide the population and random sampling to select the respondents from study strata to bring the sample size for the study to 140 respondents.

This study used quantitative methods of data analysis. To ensure easy analysis the questionnaires were coded according to each of the research questions to ensure accuracy during the analysis process. Data was summarized and categorized in a frequency distribution tables out of which graphical and chart presentations were generated to give visual image of respondent responses. The data was run through SPSS to give statistical representation. Standard deviations, means and correlational analysis were used to interpret data and show relations between the different study variables.

The study shows that people in both KHU and KRFU adapt easily to change, as well as the processes used. The strategies used and employed in the unions however, do not adapt easily to change as well as the unions have failed to make use of technology that facilitates the easy adaptation of change. KRFU organizational structure facilitates the easy adaptation to change while the KHU structure inhibits the union’s ability to adapt to change. While looking at the various factors between KRFU and KHU, it has been noted that the former has done better in adapting to changes.

It is clear that changes within the unions undergo a rigorous procedure before they are implemented. Both unions have teams that have been selected and mandated with the task of evaluating and monitoring changes that enabled the organizations adapt to the environmental changes. The unions were discovered to have the ability to adapt to changes in rules and playing requirements set by international bodies. KRFU had done this fairly well while KHU had difficulties in adopting international strategies due to its system that was not flexible.

The study recommended that KHU and KRFU must is continually expand their capacity to create their future. For these unions, it is not enough merely to survive. These organizations must adapt ‘generative learning,’ learning that enhances their capacity to create their future. KHU and KRFU must embrace dramatic new programs and services as well as modest
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter encompasses four sections, which include the summary, discussion, conclusions, as well as the recommendations following that order. The first section is a staging of a summary of the very vital elements of the study which contains the study objectives, procedure as well as the important findings. The section that trails discusses the key conclusions of the study with reverence to the precise study purposes. The third section presents the conclusions centered on the specific points, while using the results and findings which were got in the fourth chapter. The final sub-section offers the recommendations for development based on the specific goals. And it also offers the recommendations for further studies.

5.2 Summary

The study was driven to determine whether adaptive thinking was the starting point of effective management strategy formulation for harmonious co-alignment between organization and performance in sports unions in Kenya with a case study of Kenya Rugby Football Union and Kenya Hockey Union. The study objectives were to determine the link between adaptive thinking and organizational performance in sports unions; to establish the link between adaptive thinking and effective management and strategy formulation in organizations; and to explore the best practices and strategies that KRFU and KHU can use to integrate the strategy formulation and implementation after the alignment of adaptive thinking.

The study used a descriptive research design to assess the relationship of adaptive thinking to enhancing performance in Kenya Rugby Football Union (KRFU) and Kenya Hockey Union (KHU). The study population included members both staff and players from the unions being researched and the total population was 1,042. The sampling frame for the study came from the official list of clubs under the umbrella of KRFU and KHU. The study applied both
### Table 4.13 KRFU Financial Strategic Plans

<table>
<thead>
<tr>
<th>KHU RESPONSE</th>
<th>Percentage Distribution</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are strategic plans aiming at increasing the source of funding</td>
<td>0.0 38.8 50.7 10.4 0.0</td>
<td>3.28 0.647</td>
</tr>
<tr>
<td>The organization uses technological capacity to source for more funding</td>
<td>4.5 14.9 44.8 35.8 0.0</td>
<td>2.88 0.826</td>
</tr>
<tr>
<td>The organization has invested in marketing strategies to enable the organization make money</td>
<td>0.0 50.7 17.9 31.3 0.0</td>
<td>3.19 0.892</td>
</tr>
<tr>
<td>The management creates good rapport with sponsors who are willing to support the sport</td>
<td>0.0 28.4 56.7 14.9 0.0</td>
<td>3.13 0.649</td>
</tr>
<tr>
<td>The board has linkages that bring about funds and skills from outside</td>
<td>0.0 38.8 50.7 10.4 0.0</td>
<td>3.28 0.647</td>
</tr>
<tr>
<td>We are involved in community works that increase our linkages as an organization</td>
<td>17.9 25.4 35.8 20.9 0.0</td>
<td>3.40 1.016</td>
</tr>
<tr>
<td>We use revenue-generating programs to support the organization when funding becomes minimal</td>
<td>13.4 34.3 4.5 26.9 20.9</td>
<td>2.93 1.418</td>
</tr>
<tr>
<td>We have commercialized part of our services so as to generate funding for the organization</td>
<td>13.4 34.3 52.2 0.0 0.0</td>
<td>3.61 0.717</td>
</tr>
</tbody>
</table>
works that increase our linkages as an organization

<table>
<thead>
<tr>
<th></th>
<th>0.0</th>
<th>1.5</th>
<th>32.8</th>
<th>37.3</th>
<th>28.4</th>
<th>2.07</th>
<th>0.822</th>
</tr>
</thead>
<tbody>
<tr>
<td>We use revenue-generating programs to support the organization when funding becomes minimal</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>We have commercialized part of our services so as to generate funding for the organization</td>
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</tbody>
</table>

4.6.6.2 KRFU Response

In most of the responses on KRFU, the mean is at three indicating that the financial strategies at KRFU are fair. The standard deviation is <1 apart from two sections where it was 1.4 and 1.0 respectively. Since they were <1.5, it means the differences in response from the population was not significant. Table 4.13 shows that KRFU had managed to commercialize part of their services so as to generate funding for the organization. The union had also been successful in involving itself in community works which led to an increase in its linkages as an organization, in formulating strategic plans that aimed at increasing the source of funding and the board having links that brought funds and skills from outside. KRFU had also managed to invest in marketing strategies to enable it make money and the management had created good rapport with sponsors who were willing to support the sport. In spite of the success, the table shows that KRFU had failed in coming up with revenue-generating programs to support the organization when funding became minimal and it had also failed in using technological capacity to source for more funding.
from the population was not significant. Table 4.12 shows that KHU’s board has linkages that bring about funds and skills from outside and that there are strategic plans aiming at increasing the source of funding. The table also shows that KHU management creates good rapport with sponsors who are willing to support the sport, it has commercialized part of its services so as to generate funding for the organization and that, the union is involved in community works that increases its linkages as an organization. The table also illustrates that the organization uses technological capacity to source for more funding and that it has invested in marketing strategies to raise more capital. The table finally shows that KHU has failed in using revenue-generating programs to support the organization when funding becomes minimal.

Table 4.12 KHU Financial Strategic Plans

<table>
<thead>
<tr>
<th>KHU RESPONSE</th>
<th>Percentage Distribution</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>There are strategic plans aiming at</td>
<td>0.0</td>
<td>7.5</td>
</tr>
<tr>
<td>increasing the source of funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization uses technological</td>
<td>0.0</td>
<td>10.4</td>
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<tr>
<td>capacity to source for more funding</td>
<td></td>
<td></td>
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<tr>
<td>The organization has invested in</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>marketing strategies to enable the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>organization make money</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management creates good rapport</td>
<td>0.0</td>
<td>3.0</td>
</tr>
<tr>
<td>with sponsors who are willing to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>support the sport</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The board has linkages that bring</td>
<td>0.0</td>
<td>7.5</td>
</tr>
<tr>
<td>about funds and skills from outside</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are involved in community</td>
<td>0.0</td>
<td>1.5</td>
</tr>
</tbody>
</table>
Table 4.11 Existence of Expansion Plans

<table>
<thead>
<tr>
<th>UNION CATEGORY</th>
<th>Percentage Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>KHU Response</td>
<td>24</td>
</tr>
<tr>
<td>KRFU Response</td>
<td>45</td>
</tr>
</tbody>
</table>

4.6.5 Strategies of Dealing with Funding Challenges

When asked how the unions dealt with the funding challenges, the respondents from KHU indicated that the union relied on soliciting for sponsors as indicated by 38%, 36% also stated that the organization sold sports equipment (hockey balls) to the teams during league matches, 16% stated that the union sold sporting apparels and 10% stated that the union held tournaments to raise funds. KRFU respondents stated that the union relied heavily on selling rugby apparels as shown by 51%, 23% stated that the organization held tournaments, 14% observed the union soliciting for sponsors and 12% said the union sold equipment. These results show that the unions were not thinking outside the box when it came to curb their financial challenges.

![Figure 4.13 Strategies of Dealing with Funding Challenges](image)

4.6.6 Strategic Plans for Increasing Funds

4.6.6.1 KHU Response

In all the responses on KHU, the mean is at two indicating that the strength of their financial strategies is weak. The standard deviation is <1 indicating that the differences in response
4.6.3 Funding Challenges

The respondents were asked whether they experienced funding challenges at the unions. The response received from both KRFU and KHU respondents was unanimous that there were funding challenges. All respondents testified that funding was a challenge in the union even for KRFU who had multiple donors.

Table 4.10 Environmental Change

<table>
<thead>
<tr>
<th>UNION CATEGORY</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>KHU Response</td>
<td>57</td>
</tr>
<tr>
<td>KRFU Response</td>
<td>67</td>
</tr>
<tr>
<td>TOTAL</td>
<td>124</td>
</tr>
</tbody>
</table>

4.6.4 Expansion Plans to Facilitate Fundraising Endeavors

The respondents were asked whether the various unions had existing plans that would expand the strategies of gaining more funds. KHU respondents indicated that there were no plans in place since 76% stated that there were not, and 24% stated that plans existed. KRFU respondents also note that the organization did not have plans as shown by 55% while 45% stated that the union had strategic plans. These results indicate that the unions had no strategic plan in place to increase their source of revenues in the future.
4.6 Integrating Strategy Formulation and Implementation after Adaptive Thinking

4.6.1 Source of Organization Funding

The researcher wanted to establish where the unions got most of their funding from. The results from the study indicated that KHU received most of its funding from the government as shown by 78% of the respondents. Eighteen percent stated that they received funding from sponsors and 2% equally stated that the union received funding from well-wishers and the international body. KRFU union received funding from both the government and sponsors as shown by 40% each. Twelve percent stated that the union received funding from well-wishers and 8% stated that they received funding from the international body. These results showed that KRFU had two streams of funding while KHU had a single stream of funding.

![Figure 4.11 Sources of Organization Funding](image)

4.6.2 Frequency of Funding

The respondents were asked to indicate the frequency with which the unions received these funding from the various sources and the results indicated that both unions received funding semi-annually as indicated by 50% from KRFU and 47% from KHU respondents. Some of the respondents indicated that funding was done annually as shown by 39% from KHU and 34% from the KRFU respondents while 16% from HRFU and 14% from KHU indicated that funding was done on a quarterly basis. These results showed that the unions were funded semi-annually by their sponsors and the government.
findings indicate a 77.7% correlation with each other. Component wise shows that components such as turbulence had a positive relationship with a correlation of 0.227 at a significant level < 0.01. These results indicate that KHU has the ability to adapt to environmental changes.

**Table 4.8 Correlational Analysis of KHU Factors**

<table>
<thead>
<tr>
<th></th>
<th>Firm Size</th>
<th>Capital Intensity</th>
<th>Turbulence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm Size</td>
<td>1</td>
<td>.777</td>
<td>.227</td>
</tr>
<tr>
<td>Capital Intensity</td>
<td>.777</td>
<td>1</td>
<td>.188</td>
</tr>
<tr>
<td>Turbulence</td>
<td>.227</td>
<td>.188</td>
<td>1</td>
</tr>
</tbody>
</table>

*Correlation is significant at the 0.01 level*

Table 4.9 presents the results of correlation analysis which establishes the relationship between the variables: in this case KRFU factors that affect its adaptation to change. Correlation results as seen in the table show that KRFU’s capital intensity has 0.821 correlations at significant level <0.01 with firm size. These findings indicate a 82.1% correlation with each other. Component wise shows that components such as turbulence had a positive significant relationship with a correlation of 0.830 at a significant level < 0.01. These results indicate that KRFU has the best ability to adapt to environmental changes than KHU.

**Table 4.9 Correlational Analysis of KRFU Factors**

<table>
<thead>
<tr>
<th></th>
<th>Firm Size</th>
<th>Capital Intensity</th>
<th>Turbulence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm Size</td>
<td>1</td>
<td>.821</td>
<td>.830</td>
</tr>
<tr>
<td>Capital Intensity</td>
<td>.821</td>
<td>1</td>
<td>.450</td>
</tr>
<tr>
<td>Turbulence</td>
<td>.830</td>
<td>.450</td>
<td>1</td>
</tr>
</tbody>
</table>

*Correlation is significant at the 0.01 level*
than its counterpart, the results show that it also lacks in flexibility even though it listens and adapts to the changes and needs of players.

Table 4.7 KRFU Ability to Adapt to Changes

<table>
<thead>
<tr>
<th>KRFU RESPONSE</th>
<th>Percentage Distribution</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
<td>A</td>
</tr>
<tr>
<td>The organization has a flexible system that listens and adapts to the changes and needs of players</td>
<td>0.0</td>
<td>14.9</td>
</tr>
<tr>
<td>Our organization adapts to international strategies easily</td>
<td>0.0</td>
<td>64.2</td>
</tr>
<tr>
<td>Our organization adapts to changes in rules and playing requirements with ease</td>
<td>0.0</td>
<td>28.4</td>
</tr>
<tr>
<td>Changes go through a rigorous procedure before they are implemented</td>
<td>0.0</td>
<td>31.3</td>
</tr>
<tr>
<td>The organization has a team that evaluates and monitors changes and enables the organization adapt to these changes</td>
<td>0.0</td>
<td>20.9</td>
</tr>
</tbody>
</table>

(Key SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree)

4.5.3 Factors Affecting Ability to Change

The researcher wanted to determine how various factors affected the unions’ ability to adapt to changes occurring in their environments. Table 4.8 presents the results of correlation analysis which establishes the relationship between the variables: in this case KHU factors that affect its adaptation to change. Correlation results as seen in the table show that KHU’s capital intensity has 0.777 correlations at significant level <0.01 with firm size. These
Table 4.6 KHU Ability to Adapt to Changes

<table>
<thead>
<tr>
<th>KHU RESPONSE</th>
<th>Percentage Distribution</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has a flexible system that listens and adapts to the changes and needs of players</td>
<td>0.0 0.0 32.8 29.9 37.3</td>
<td>MEAN 1.96  STD. Dev 0.843</td>
</tr>
<tr>
<td>Our organization adapts to international strategies easily</td>
<td>0.0 1.5 34.3 40.3 23.9</td>
<td>MEAN 2.13  STD. Dev 0.796</td>
</tr>
<tr>
<td>Our organization adapts to changes in rules and playing requirements with ease</td>
<td>0.0 1.5 37.3 41.8 19.4</td>
<td>MEAN 2.21  STD. Dev 0.769</td>
</tr>
<tr>
<td>Changes go through a rigorous procedure before they are implemented</td>
<td>14.9 26.9 58.2 0.0 0.0</td>
<td>MEAN 3.57  STD. Dev 0.743</td>
</tr>
<tr>
<td>The organization has a team that evaluates and monitors changes and enables the organization adapt to these changes</td>
<td>0.0 1.5 47.8 28.4 22.4</td>
<td>MEAN 2.28  STD. Dev 0.831</td>
</tr>
</tbody>
</table>

(Key SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree)

4.5.2.2 KRFU Response

In most of the responses on KRFU, the mean is three indicating that the strength of adoption in the union is fair. The standard deviation is <1 indicating that the differences in response from the population was not significant. Table 4.7 shows that the organization adapts to international strategies easily and changes go through a fairly rigorous procedure before they are implemented. The table also shows that KRFU adapts to changes in rules and playing requirements with ease as well as it has a team that evaluates and monitors changes and enables the organization to adapt to these changes. Although the organization performs better
4.5 Effect of Management and Adaptive Thinking on Strategy Formulation

4.5.1 Core Driver of the Organization

The researcher wanted to determine the core drivers of the organizations under study and the results showed that KHU was guided by the activity calendar as shown by 57% of the respondents while 43% stated that it was guided by strategic plans. KRFU was guided by its strategic plans as indicated by 54% of the respondents while 46% stated that it was guided by the activity calendar. These results indicate that KRFU sticks to its strategic plan while KHU relies on activity calendars.

![Figure 4.10 Core Driver of the Organization](image)

4.5.2 Organization Ability to Adapt to Changes

4.5.2.1 KHU Response

In most of the responses on KHU, the mean is on two indicating that the strength of adoption in the union is weak. The standard deviation is <1 indicating that the differences in response from the population was not significant. Table 4.6 shows that changes within the union undergo a rigorous procedure before they are implemented. The table also shows that the organization has a team that evaluates and monitors changes and enables the organization adapt to these changes, the organization also adapts to changes in rules and playing requirements and to international strategies with a lot of difficulty. The table also shows that KHU has failed to gain a flexible system that listens and adapts to the changes and needs of its players.
4.4.8 Adoption to IT Usage

The researcher wanted to determine the ability of these organizations adapting information and technology and the results were as follows: 86% from KRFU and 43% from KHU indicated that their organizations respectively were neutral to adapting IT technologies. Fifty seven percent from KHU stated that the union was poor at adapting IT technologies while 5% from KRFU stated that the organization was poor at adopting IT technology. Nine percent from KRFU stated the organization was excellent at adapting IT technologies while none from KHU noted the organization excelling at adapting IT technologies. These results show that KRFU is better placed in adapting IT technologies compared to KHU.

Table 4.5 IT Adoption

<table>
<thead>
<tr>
<th>Category</th>
<th>KHU Distribution</th>
<th>KRFU Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Neutral</td>
<td>43</td>
<td>86</td>
</tr>
<tr>
<td>Poor</td>
<td>57</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
4.4.6 Decision Makers

The researcher wanted to determine the decision makers in the organization and from the data analyzed, the results were as follows: In KHU, the major decision makers were the board of directors as shown by 41%, 32% stated that decisions were made by managers and 20% stated that employees made decisions while 7% stated that players made decisions. In KRFU, decisions were also made by the board of directors at 29%, 28% stated it was managers, 25% stated that employees made decisions while 18% stated that players made decisions in the union. These results show that KHU had a strict top-down management system that ensured decisions were made by the top managers while KRFU had an interactive system where all parties were involved in a way in decision making.

Table 4.4 Decision Makers Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Distribution in Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KHU Distribution</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>41</td>
</tr>
<tr>
<td>Managers</td>
<td>32</td>
</tr>
<tr>
<td>Employees</td>
<td>20</td>
</tr>
<tr>
<td>Players</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.7 Organization Classification

The respondents were asked to categorize their organization and KHU members stated that their organization was the traditional organization as indicated by 76% while 24% stated it was under the information age. KRFU members showed that the organization was information age as shown by 70% while 30% stated it being a traditional organization. These results indicate that KHU is a traditional organization whilst its counterpart KRFU is an information age union.
4.4.5 Organization Management System

The respondents were asked to indicate the type of management system employed by the various unions. From the analyzed data, 52% of the respondents from KHU stated that the union had a top-down management system, 34% stated that it was a bottom-up management system while 14% stated it being horizontal. Majority of the respondents from the KRFU stated that the system was bottom-up as shown by 36%, 34% stated that it was top-down while 30% stated that it was horizontal. Their response showed that KRFU adopted a system of management where players were able to voice their opinions while KHU adopted a system where BOD and managers dictated the direction of the union.
with each other. Component wise shows that components such as strategy adoption, technology adoption and structural change have a significant positive relationship with correlations of 0.857, 0.604 and 0.884 respectively at a significant level < 0.01. These results indicate that KRFU has a very good ability when it comes to adapting to environmental changes.

Table 4.3 Correlation of KRFU Processes

<table>
<thead>
<tr>
<th></th>
<th>People Adapting</th>
<th>Process Adapting</th>
<th>Strategy Adaption</th>
<th>Technology Adoption</th>
<th>Structural Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Adapting</td>
<td>1</td>
<td>.434</td>
<td>.857</td>
<td>.604</td>
<td>.884</td>
</tr>
<tr>
<td>Process Adapting</td>
<td>.434</td>
<td>1</td>
<td>.446</td>
<td>.757</td>
<td>.576</td>
</tr>
<tr>
<td>Strategy Adaption</td>
<td>.857</td>
<td>.446</td>
<td>1</td>
<td>.564</td>
<td>.693</td>
</tr>
<tr>
<td>Technology Adoption</td>
<td>.604</td>
<td>.757</td>
<td>.564</td>
<td>1</td>
<td>.561</td>
</tr>
<tr>
<td>Structural Change</td>
<td>.884</td>
<td>.576</td>
<td>.693</td>
<td>.561</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level

4.4.4 Preparation for Future Occurrences

The researcher asked the respondents how their organizations prepared for future occurrences and the results showed that KRFU relied on strategic plans as shown by 41% of the respondents as well as adapting to the changes as shown by 38%. Twelve percent stated that they used work plans. Respondents from KHU indicated that work plans were relied upon mostly as shown by 48%, 32% stated that the organization used strategic plans while 20% stated that the union adopted to changing environment. These results show that KRFU is strategically best placed in handling unforeseen challenges and occurrences when compared to KHU.
4.4.3 Organization Processes and Change Adoption

Table 4.2 presents the results of correlation analysis which establishes the relationship between the variables: in this case KHU processes and adaptation to change. Correlation results as seen in the table show that KHU people adoption to change has 0.094 correlations at significant level <0.01 with process adoption. These findings indicate a 9.4% correlation with each other. Component wise shows that components such as strategy adoption, technology adoption and structural change have insignificant relationship with correlations of 0.219, 0.033 and 0.029 respectively at a significant level < 0.01. These results indicate that KHU has a very poor ability in adapting to environmental changes.

**Table 4.2 Correlation of KHU Processes**

<table>
<thead>
<tr>
<th></th>
<th>People Adapting</th>
<th>Process Adapting</th>
<th>Strategy Adaption</th>
<th>Technology Adoption</th>
<th>Structural Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Adapting</td>
<td>1</td>
<td>.094</td>
<td>.219</td>
<td>.033</td>
<td>.029</td>
</tr>
<tr>
<td>Process Adapting</td>
<td>.094</td>
<td>1</td>
<td>.220</td>
<td>-.013</td>
<td>.162</td>
</tr>
<tr>
<td>Strategy Adaption</td>
<td>.219</td>
<td>.220</td>
<td>1</td>
<td>-.203</td>
<td>-.048</td>
</tr>
<tr>
<td>Technology Adoption</td>
<td>.033</td>
<td>-.013</td>
<td>-.203</td>
<td>1</td>
<td>.149</td>
</tr>
<tr>
<td>Structural Change</td>
<td>.029</td>
<td>.162</td>
<td>-.048</td>
<td>.149</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level**

Table 4.3 presents the results of correlation analysis which establishes the relationship between the variables: in this case KRFU processes and adaptation to change. Correlation results as seen in the table show that KRFU people adoption to change has 0.434 correlations at significant level <0.01 with process adoption. These findings indicate a 43.4% correlation
4.4 Adaptive Thinking and Organizational Performance

4.4.1 Environmental Changes

The respondents were asked whether they experienced environmental changes as unions and individuals. The response received from both KRFU and KHU members was unanimous that there were environmental changes that the unions faced. All respondents testified this being a fact.

Table 4.1 Environmental Change

<table>
<thead>
<tr>
<th>UNION CATEGORY</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>KHU Response</td>
<td>57</td>
<td>100</td>
</tr>
<tr>
<td>KRFU Response</td>
<td>67</td>
<td>100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>124</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.2 Organization Adaptation to Change

The researcher wanted to determine the ability of these organizations adapting to the environmental changes and the results were as follows: 74% from KRFU and 47% from KHU forming the majority indicated that their organizations respectively were neutral to adapting to changes. Forty one percent from KHU stated that the union was poor at adapting to changes while 14% from KRFU stated that the organization was excellent at adapting to changes. Twelve percent from KRFU stated the organization was poor at adapting to changes while 12% from KHU noted the organization excelling at adapting to changes. These results show that KRFU is better placed in adapting to changes as compared to KHU.

Figure 4.6 Ability of Union Adapting to Change
4.3.4 Union Membership

The researcher wanted to determine the length of respondents with their respective unions. The results received indicate that majority of the respondents had been with the union for 6-10 years. From the figure, 43% from KRFU had been with the union for 6-10 Years and KHU had 39% who had been with the organization for the same number of years. Thirty seven percent of respondents from KRFU and 33% from KHU had been with the respective unions for 1-5 years and 28% of members from KHU and 20% from KRFU had been with the organizations for 11-15 years. These results show that all members had been with the organization for a long period of time making them viable respondents for the study.
4.3.2 Union Registered Under

The respondents were asked to indicate the union they worked or played under and the results show that majority of the respondents 54% were registered under KRFU and 46% were registered under KHU. These results are related to the distribution of the population where KRFU had the majority of respondents.

4.3.3 Occupation within the Union

The researcher asked the population to indicate what their occupations was under the various unions and the results showed that majority of the respondents were players 60% from KRFU and 52% from KHU. Staff members were the second largest group with 37% from KHU and 27% from KRFU. The last category of respondents was managers where 13% were from KRFU and 11% were from KHU. These results indicate that all categories in the unions were catered for ensuring unbiased responses.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the data that has been analyzed. Data collected sought to determine whether adaptive thinking was the starting point of effective management strategy formulation for harmonious co-alignment between organization and performance in sports unions in Kenya with a case study of Kenya Rugby Football Union and Kenya Hockey Union.

4.2 Response Rate
From the questionnaires handed out to the 140 respondents, 124 were received giving the research a response rate of 88.5%. According to Mugenda and Mugenda (2003), a research study requires a threshold of 70% and the response rate in this study surpassed the threshold. From the distribution, KRFU had a response rate of 93% while KHU had a response rate of 84%.

![Response Rate Graph](image)

**Figure 4.1 Response Distribution**

4.3 Demographics
4.3.1 Gender of Respondents
The researcher wanted to determine the gender of the respondents. As seen in the figure 4.2, 72% were male and 28% were female. This disparity was brought about by the KRFU population that was dominated by male respondents.
Data analysis entailed editing, coding and tabulation of data collected into manageable summaries that is easy to interpret. This study used quantitative method of data analysis. To ensure easy analysis the questionnaire was coded according to each of the research questions to ensure accuracy during the analysis process. The data collected was mainly quantitative in nature and due to the nature and size of the organizations under the study and the research being conducted; the raw data required minimal manipulation. It was summarized and categorized in a frequency distribution table out of which graphical and chart presentations were generated to give visual image of respondent responses. Presentations were by use of graphs, tables, charts and pie charts.

The data collected was classified into meaningful categories (coded), edited and tabulation of the same was done. Hand tabulation followed by use of statistical analysis software. MS Excel spreadsheets, were used for the initial tabulation, analysis and drawing of charts based on the respondents responses. Statistical Package for Social Science (SPSS) Student Version 16.0 which is a unified and comprehensive package was then be used to analyze the collected data thoroughly and conveniently.

3.7 Chapter Summary
This chapter focused on the research methodology that was used in carrying out the study. A descriptive research design was selected for the study and it used the sample survey approach. Stratified sampling was used to divide the population and select the sample size of the study. Data was collected by the use of survey questionnaire which were administered by the researcher directly to the target population. Quantitative data collected was analyzed by the use of descriptive statistics using statistical analysis tool and presented through percentages, means, standard deviations and frequencies.
not the case in this study and hence the questions in the questionnaire contained mostly closed ended questions and few open ended questions.

The questions sought the general data of the respondents. The rest were divided into four sections as per the research objectives. The first part of the questionnaires sought to determine the demographics of the population; the second part addressed the impact of adaptive thinking in organization performance; the third part looked at adaptive thinking and effective management and strategy formulation in organizations; and the last bit of the questionnaire examined the best practices and strategies that KRFU and KHU could use to integrate the strategy formulation and implementation after the alignment of adaptive thinking.

3.5 Research Procedure

The researcher developed a questionnaire based on the research objectives; the questionnaire was pilot tested by being administered randomly to a selected sample of ten respondents from the target population to refine it and test the reliability of the instrument and also ensure that the questions therein would be able to meet the objectives of the study. This was achieved by first stratifying the individuals according to team sport played. The researcher also put in consideration gender equity.

The researcher administered the questionnaires individually to the selected population target. The researcher exercised care and control to ensure all questionnaires issued to the respondents were received and to achieve this, the researcher maintained a register of questionnaires which were handed out and those that were collected from the respondents. The respondents were given a three day period to complete and fill the questionnaires so that they did not rush through and give an accurate account.

3.6 Data Analysis
population (Denscombe, 1998). To ensure that the sample accurately represents the population, the researcher clearly defined the characteristics of the population, determined the required sample size and chose the best method members of the sample from the larger population (Lewis, Saunders and Thornhill, 2003).

According to Chandran (2003) a sample is a small proportion of an entire population; a selection from the population. Copper (2001) states, “when carrying out a study, 10-25% of the population yields an adequate sample”. Therefore, the sample size of the study was 20% of the total number of players from the KRFU umbrella and 10% from the KHU umbrella; in that the sample size will include 20% of total players playing rugby and 10% of the total players participating in field hockey in Kenya. The sample size selection is summarized in the table:

**Table 3.1 Distribution of Sample Size**

<table>
<thead>
<tr>
<th>Sample</th>
<th>Number of Clubs</th>
<th>Number of Registered Players per Club</th>
<th>Total No. of Players</th>
<th>Percentage of Selection</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>KRFU</td>
<td>12</td>
<td>30</td>
<td>360</td>
<td>20%</td>
<td>72</td>
</tr>
<tr>
<td>KHU</td>
<td>31</td>
<td>22</td>
<td>682</td>
<td>10%</td>
<td>68</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>52</td>
<td>1,042</td>
<td></td>
<td>140</td>
</tr>
</tbody>
</table>

From the selection in the table above, the sample size for the study was one hundred and forty respondents (140).

**3.4 Data Collection Methods**

Primary data was collected for the study using self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Saunders, Lewis and Thornhill, 2008). Beri (2008) defines a structured questionnaire as a formal list of questions designed so as to get the facts. He states that open ended questionnaires are preferred when the researcher is interested in what is upper most in the mind of the respondent but this was
3.3.2.1 Sampling Frame
According to Cooper and Schindler (2000) a sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population. The sample was drawn from a sampling frame that was closely related to the population. Sampling frame (synonyms: “sample frame”, “survey frame”) is the actual set of units from which a sample has been drawn: in the case of a simple random sample, all units from the sampling frame have an equal chance to be drawn and to occur in the sample (Cooper and Schindler, 2000). In the ideal case, the sampling frame should coincide with the population of interest. For this study, the sampling frame came from the official list of clubs under the umbrella of KRFU and that under the umbrella of KHU. The sample elements came from the various clubs under KRFU and KHU.

3.3.2.2 Sampling Technique
Statistical sampling techniques are the strategies applied by researchers during the statistical sampling process (Robson, 2002). Stratified sampling technique was used to select the respondents from among the list provided by KRFU and KHU who are the study’s strata. According to Lewis, Saunders and Thornhill (2003) stratified random sampling is a modification of random sampling in which one divides the population into two or more relevant and significant groups based on one or more attributes. A stratified sample for this study was obtained by taking samples from each stratum or sub-group of a population.

This method was used because it was simple, easily applied to a small population and ensured bias was not introduced. At the same time unbiased random selection was important in drawing conclusions and making generalization from the results of the sample back to the population. The study sample was divided into two stratum comprising of rugby players and field hockey players. Random samples were then drawn from each stratum.

3.3.2.3 Sample Size
A sample size allows the researcher to make generalizations about the population. A sample is a subset of a population, but that subset is only useful if it accurately represents the larger
when the population is relatively small and readily accessible. For the purposes of this study, the researcher used sample survey since only a sample from the population chosen for the study was administered with questionnaires. This design was chosen by the researcher because it saved on time and ensured that the population of study was well represented. This design was also selected since the population of study was small and readily accessible.

3.3 Population and Sampling Design

3.3.1 Population

A population is well-defined as the total pool of elements about which we desire to make some extrapolations (Cooper & Schindler, 2003). According to Cooper and Schindler (2003), a population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. The population of this study comprised of players under the two different unions. The respondents were drawn from the various clubs that play under the umbrella of KRFU and KHU and this brought the total population to 1,042.

3.3.2 Sampling Design

Mugenda and Mugenda (2003) define sampling as, the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. Sampling procedure may be defined as a systematic process of individuals for a study to represent the larger group from which they are selected (Cooper and Schindler, 2003; Robson, 2002). They all define sampling as method of selecting a portion of the population for conducting a study in order to represents the population adequately since it is impossible to take the entire population because of time, financial factors and errors which discourage the researcher and lead him to surrender the study. Stratified sampling was used to select the players from the population forming the population element in order to ensure fair representation of both unions. The stratum for the study was done in terms of union membership.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter is a blueprint of the methodology that was used in this study. In this chapter the research methodology has been presented. The chapter highlights the research design that the study adopted. The chapter also looks at the population of the study and the sampling design; the chapter has indicated the target population, sampling frame, procedure and the sample size. The chapter also shows the data collection methods and the procedure that have been used to undertake the study and finally state the way the data will be presented.

3.2 Research Design

Cooper and Schindler (2001) define research design as a strategy or a structure of examination so conceived as to get answers to research questions. The idea is the complete program or scheme of the research. Research design refers to the plan or strategy of shaping the research (Henn, Weinstein & Ford, 2003). Further Donald (2006) notes that a research design is the structure of the research, it is the “glue” that holds all the elements in a research project together.

Descriptive research design was used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately (Isaac and Michael, 1977). A descriptive study involves collecting data that test the validity of the hypotheses regarding the present status of the subjects of the study. For this project, a descriptive study was chosen to study the relationship of adaptive thinking to enhancing performance in Kenya Rugby Football Union (KRFU) and Kenya Hockey Union (KHU). The researcher chose descriptive research design since it employs the use of a survey research method.

Survey research may be in the form of a sample survey or a census survey. In a sample survey, the researcher gathers information from the responses of part of the population that is of interest to the study and in a census survey; however, information is gathered from every member of the population (Dillman, 2000). For that reason, a census survey is applicable
the autonomy necessary to develop programs and services needed by low-paying clients. In the best of circumstances, as the organization becomes more business oriented, it will move from crisis management - careening from one financial crisis to another - to a more deliberate and proactive course of action (Daft et al., 2010). A degree of financial independence generated by commercialization can afford more control over goals and organizational services directed to low-paying clients. Instead of a long-term sacrifice of the organization’s political or public character, “businessification” could allow the organization more autonomy (Gygi and Williams, 2012).

One of the toughest challenges for human service nonprofits dedicated to low-paying clients and the poor is the shift away from serving community needs and toward the commercialization of services. It is a transformation that can compromise the mission of the organization and generate tension with stakeholders. The logic of the market holds that important organizational stakeholders or clients will shape services and future directions through revenues (Hannan and Freeman, 1977). However, social service nonprofits have developed stakeholder relationships based on needs rather than consumer demand for services. Hence these stakeholders may not directly shape services based on monetary exchanges. Haveman (1993) notes that attempting to maintain some commitment to established stakeholder and client communities while generating new stakeholders and programs that are dollar driven can be a difficult and dangerous endeavor for the organizations.

Nonprofits that are in the largely traditional, established organizations touted the benefits of commercializing services and using funding to sustain programs for low-paying and poor clients. However, the faith-based nonprofits and some of the social-action community-based nonprofits are more skeptical (Abrahamson and Salamon, 1986).
it is argued that effective leaders and managers were inclusive in their management style and able to sustain a high degree of cohesion and morale for the organization (Fulmer and Rue, 1974). These leaders could identify and bridge both internal and external factions to build shared meaning, particularly in times of stress.

2.4.3 Stepping Up Boundary-Spanning Activities
This strategy linked organizational survival to inter-organizational ties that the organization cultivates and maintains. Studies repeatedly make reference to the resources they were able to garner through linkages: grants, contracts, donated professional services, referred clients, media attention, and the ability to shape policy (Glick et al., 1993). Linkages can be fostered by clients, staff, and board members who bring resources to the organization in terms of funding and skills, networks, and political ties. Board members are increasingly responsible for connecting the organization to funding opportunities, donors, and political officials who have the ability to buffer or support the organization through a plethora of technical resources and skills they exchange with complementary organizations (Collins, 2011).

Consider the example of teaching hospitals sending residents to nonprofit health clinics or the women’s health center that trains medical staff of other health clinics in women’s health issues. Local universities provide the services of graduate students for much needed tasks, such as grant writing, research, and information management (Grønbjerg, 1988). Through use of in-service training, organizations can minimize personnel costs and receive short-term services. As nonprofits become active in networks, they are able to advocate for their organization and clients through coalitions and federations - which are far more powerful in their effect than discrete organizations. These coalitions will become increasingly important as the linkages between state government and nonprofits intensify with devolution (Abrahamson and Salamon, 1986).

2.4.4 Maintaining Public Service Character through Commercialization
Survival of nonprofits in the current environment presents a paradox. According to studies, revenue-generating programs and an expanded client base can provide an organization with
A second area of professionalized management that is critical to organizational survivability is technological capacity. Technology is regarded as crucial to creating leaner organizations. Information systems are necessary to document fiscal and programmatic accountability. In addition, the Internet has become a valuable medium for rapid access to information, development of linkages with related organizations, and identifying training and funding opportunities (Steckel, 1992; Bryson, 1988). Electronic communication allows organizations to consult and coordinate activities more quickly. E-mail, the Internet, and community electronic bulletin boards are all tools that organizations are using to accomplish these tasks.

Marketing was another business strategy the traditional, established nonprofits were pursuing with vigor. Marketing has grown in importance as nonprofits attempt to expand their paying and contract-eligible clientele and base of services (Dannemiller, 2011). However, community-based and faith-based nonprofits were not pursuing this strategy. In part, they were limited by marketing costs. Nonprofits with a predominantly lower-income clientele indicated that their reputation and location constrained their ability to expand services to a wider client base (Steckel, 1992). In addition, marketing plans must be integrated with fundraising and the strategic plan.

A final area that is important is the organizational management style and the need to retain trained staff in the current environment. Recent literature on nonprofit management indicates a strong preference for the “corporate model” of leadership (Bradshaw and Padanyi, 1997), which may be effective for larger organizations but in this study seemed to have limited applicability. Nonprofits can be difficult to manage using a traditional command-and-control model based on hierarchy because leadership has a weaker authority bond in the nonprofit sector than is found in private sector organizations.

Consider the composition of employees - largely knowledge workers (professionally licensed and highly mobile) and volunteers. Organizational representatives found their organizations were profoundly affected by turnover and the competition for their trained staff. As a result,
2.4.2 Developing Business Management Techniques

At present, the literature on survival of nonprofits takes a strong business management approach (Steckel, 1992). However, not all business techniques are equally applicable in the nonprofit context. Fundamental differences between private and nonprofit organizations related to their markets, authority structures, accountability, and mission make certain business techniques more risky than beneficial (Salipante and Golden-Biddle, 1995). In addition, the world of nonprofits encompasses organizations with profound differences in organizational structure, which can limit the effectiveness of generic management techniques. Given these limitations, under the broad umbrella of nonprofit professionalization, there are a number of management steps that can be of benefit when taking on the challenges of the current environment—namely, strategic planning, technological capacity building, and marketing, fundraising, and new management practices.

Strategic planning is one of the most important management tools for taking a proactive stance toward managing change. In the best of circumstances, strategic planning encourages management to consider a range of possible futures in light of current trends in the environment and in the organization. It is considered the ideal tool for shifting the organization’s direction or focus (Bryson, 1988). Strategic planning does, however, have some limitations for nonprofits that are important to consider (Liebschutz, 1992; Salipante and Golden-Biddle, 1995; Bryson, 1988).

The weakness of a strategic plan is that it may take months to create and can quickly become obsolete. The plan may also blind management to chance opportunities that were not anticipated. In short, there are some question as to how useful strategic plans have been for organizations managing turbulent environments. Findings of Liebschutz (1992) corroborate this. In a study of organizations that survived the 1980s, Liebschutz found that organizations rely more on a “creative and principled pragmatism” than a strategic plan. According to his findings, the overriding value of strategic planning is the organizational analysis it generates. It serves as a snapshot of present organizational SWOT and later as a lens through which to gauge the value of opportunities that present themselves.
troubles short-term ventures generate, agency legitimacy and client relationships can suffer when services are suddenly discontinued (Netting and Williams, 1997).

Studies also pointed out that expansion can be unpopular with donors and the government when it appears erratic or inconsistent with the organization’s mission. Also, in a tight funding environment, funders are averse to unnecessary duplication of services. Weeding-out process may occur as several organizations terminate services peripheral to the organizational mission or services being delivered more effectively by another agency (Pfeffer and Salancik, 1978).

In addition, any expansion needs to be considered with a clear idea of core expertise and how accountability will be assessed by key stakeholders - county agencies, clients, and funders. Nonprofit survival rests on a well-honed reputation for reliability and accountability to clients and resource providers (Hannan and Freeman, 1977). The business management literature relates organizational survival with the capacity to change (Pfeffer and Salancik, 1978; Salipante and Golden-Biddle, 1995), but that literature is grounded in the experience of private sector organizations, where effectiveness and accountability can be assessed against a bottom line. In contrast, public and nonprofit organizations need to sustain trust with established constituencies - which requires a certain constancy and reliability. Rapid change can jeopardize relationships with organizational stakeholders who are fundamental to survival.

However, with an eye on core expertise, the organization can strategically expand programs and services, moving from particular to general. A March of Dimes representative offered the example of his organization, which began by fighting polio, then birth defects, and now dedicates its energies to an even broader spectrum - “healthy babies” (Fulmer and Rue, 1974) The organization has continued along a predictable continuum and in accordance with changes in public need.
During the Reagan years, the federal government cut the budgets of social programs and shifted to block grant funding for states (Abrahamson and Salamon, 1986). Human service nonprofits that were heavily dependent on such funding responded to the loss by creating revenue-generating programs and redirecting their efforts to state and local sources of funding (Liebschutz, 1992; McMurtry, Netting, and Kettner, 1991). This “marketization” of nonprofits became the trend of the decade (Salamon, 1997).

Among available studies, Hadley and Culhane’s national study of community mental health centers (1993) documents responses that were typical of social service nonprofits. They found that professional staff was reduced, caseloads were increased, and fewer services were available to children, adolescents, the elderly, and the uninsured. Organizations sought to offset the decline in federal funds through state funds and fees for services (Hadley and Culhane, 1993; Liebschutz, 1992).

Another frequently cited study by Liebschutz (1992) identifies the impacts of federal cutbacks on social service organizations active in family services and the antipoverty movement in Rochester, New York. All six organizations in the study had relied heavily on government and the United Way for income. Salamon (1997), like other researchers, found that nonprofits relied on revenue generating programs and diversified funding streams in order to continue support services that lacked sufficient funding. Nonprofits in the study also reoriented themselves to funding opportunities in state and local government agencies. The following strategies can and may be adopted by KHU in order to decline its dependence on government funding:

2.4.1 Pursuing Strategic Expansion

As organizations confront a tight funding environment, one of the most common responses mentioned in focus groups has been to expand to include new services and populations. However, relevant literature indicates that this strategy can also prove destructive to organizational survival. Short-term grant seeking causes goal displacement, resource diffusion, unreimbursed expenditures, and cash flow problems. Apart from the financial
performance more strongly in companies facing turbulent environments than in other businesses.

2.4 Integrating Strategy Formulation and Implementation after Adaptive Thinking

Organizational adaptation and survival have been addressed in terms of the organization’s stage in its life cycle, its ability to manage adaptation, and its skill in garnering resources. Adaptation can become particularly complex for nonprofits because they may embody attributes of both public and private sector organizations (Grønbjerg, 1988; Dannemiller, 2011). As is the case for public organizations, non-profits may pursue multiple objectives, reimbursements may not flow directly from clients, and organizational stakeholders can hold diverse expectations (Liebschutz, 1992). Like private organizations, they may serve the needs of discrete populations, and they must generate resource streams in order to survive.

Unfortunately, challenges particular to nonprofit adaptation and survival are poorly elaborated in the literature because there has not been a strong focus on third sector organizations. This is due, in part, to the unwieldy nature of the category. Third sector organizations include a broad spectrum of organizational types and structures that make generalizations unsuitable (Netting and Williams, 1997).

For nonprofits with a history of heavy reliance on external funding or organizations that serve unpopular clientele or causes, the process of generating public support is vital to survivability (Antrobus, 1987; Yudelman, 1987). These “low-autonomy” organizations are more fragile by virtue of the hegemony the inter-organizational environment is able to assert (Antrobus, 1987; Yudelman, 1987). Human service organizations that are engaged in social action or that serve poor and low-paying clientele often meet this description because they are highly dependent on funding from government and foundations (Grønbjerg, 1988; O’Connell, 1996; Zimmerman, 1996). The survival of such organizations is closely tied to conformity with the demands of dominant actors in the inter-organizational environment.
In many labor-intensive firms, long-term adaptive thinking about labor requirements is undoubtedly important. Nonetheless, changing the composition or size of the labor force in most labor-intensive firms tends to be easier than changing plant and equipment in the typical capital-intensive firm (Christodoulou, 1988; Denning and Lehr, 1972; Grinyer et al., 1986; Kukalis, 1989; Schmenner, 1986). Thus, long-term adaptive thinking is probably less critical in labor-intensive firms than in capital-intensive firms. Further, with respect to integration and control, it is doubtful that labor-intensive firms require more coordinated operations than capital intensive firms. Thus, strategic planning affects performance more strongly in firms that are capital-intensive than in those that are labor-intensive.

2.3.3 Turbulence

Various researchers (Armstrong, 1982; Pearce et al., 1987) have recommended that the consequence of strategic planning on performance is liable upon the level of turbulence companies’ face. The most common line of intellect is that directors in companies facing great turbulence must bank on on large amounts of strategic organization to cope with unpredictable conditions, changing while directors in companies facing low turbulence need less strategic planning (Ansoff, 1991; Miller and Friesen, 1983). As Miller and Friesen (1983) argued, that a dynamic environment must be studied more carefully and diligently to afford executives with an adequate degree of mastery. In a study of how managers approach individual strategic conclusions, Glick, Miller, and Huber (1993) concluded that full analysis is critical in turbulent businesses so that variations can be correctly classified as transient or non-transient.

An argument that runs counter to the preceding reasoning is that executives in firms facing turbulent environments should not arrange for high levels of planning because future states of turbulent environments are impossible to predict (Mintzberg, 1973). Unless an environment is extremely turbulent, however, it seems that many aspects of strategic planning, such as scenario analysis, can be extremely helpful. Such aspects of planning were specifically formulated to deal with unpredictable shifts in environments, and they have been used with success in numerous firms (Stokke et al., 1990). In sum, strategic planning distresses
The motive for this difference in incorporation and control benefits is that big firms are more complex and therefore more difficult to incorporate and control than small firms. This heightened difficulty makes planning and other managerial tools that assist in integration and control more critical in large firms (Grinyer et al., 1986; Kukalis, 1989). As Armstrong (1982) noted, careful planning in the face of high complexity can ensure that the various bits and pieces fit together.

In totality, both small and large corporations can profit from strategic planning. Large firms, however, appear to gain more because they can derive considerable benefits not only from adaptive thinking, but also from integration and control. Small firms can derive considerable benefits from adaptive thinking but probably gain less than large firms from the integration and control aspects of strategic planning (Haveman, 1993). Thus strategic planning touches performance more powerfully in large firms than in minor firms.

### 2.3.2 Capital Intensity

Capital-intensive businesses have capital possessions, that is, equipment and plants that are costly comparative to the yearly output values of the business (Denning and Lehr, 1972; Grinyer et al., 1986; Kukalis, 1989). Further, these possessions tend (1) to involve long periods of consistent use to yield an satisfactory return on investment, (2) to be hard to adjust to routines for which they were not initially designed, and (3) to involve long lead times for the achievement of moving from intent to get through acquisition to full use (Denning and Lehr, 1972; Grinyer et al., 1986; Kukalis, 1991).

With respect to long-term adaptive thinking, strategic forecasting is serious for capital-intensive organizations since primary asset needs must be properly determined way far in advance (Grinyer et al., 1986; Kukalis, 1991). Clearly, this is not the arena for guesswork. With respect to integration and control, strategic planning is valuable because capital-intensive firms require steady, surprise-free, coordinated operations to be successful (Grinyer et al., 1986; Schmenner, 1986).
of the importance many researchers and executives attach to strategic planning, this problem appeared to be of particular importance.

A simple planning-performance model can be stated as follows: strategic organization positively upsets performance, or more definitely, the quantity of strategic planning a firm conducts confidently affects its financial performance. The study uses an advanced and more including model as a sequence of contingency hypotheses.

2.3.1 Firm Size
One of the major reasons for strategic planning is to endorse the process of adaptive thinking or thinking about how to achieve and sustain firm-environment alignment (Ansoff, 1991; Armstrong, 1982; Crinyer, Al-Bazzaz and Yasai-Ardekani, 1986). From the view of adaptive thought, large and small firms possibly benefit from strategic planning to comparable degrees. For minor firms, adaptive thinking is very important because it can help executives overcome the weakness of their businesses by aiding them avoid mistakes (Aram and Cowen, 1990). As Bruderl and Schussler (1990) and many others have noted, a liability of smallness renders small firms particularly vulnerable to demise. For big firms, adaptive thinking is appreciated because it can help to create an internal environment not favorable to dysfunctional sluggishness. As Haveman (1993), Hitt, Hoskisson, and Ireland (1990), and others have argued, bureaucratic features of large firms can promote dysfunctional inertia by inhibiting underlying organizational capacity for adaptation.

Another major purpose of strategic planning is to aid managers and control and integrate various parts of a firm (Grinyer et al., 1986; Vancil and Lorange, 1975). Such incorporation and control involves several parts of the organization contributing directly or indirectly to a unified strategic planning procedure and being held responsible for any incompatibility with a prevailing plan; Vancil and Lorange (1975) elaborate these facts. In disparity to the benefits of adaptive thinking, the control and integration benefits of tactical planning are undoubtedly greater for large firms than for minor ones.
2.3 Effect of Management and Adaptive Thinking on Strategy Formulation

Clear planning procedure rather than disorganized guesswork effects in the interpretation and collection of data critical to maintaining and creating organization-environment alignment. Similarly, Ansoff (1991) argued that preparation generally yields better alignment and financial results than does trial-and-error learning. In spite of the innate appeal of these arguments, several researchers have countered that unambiguous strategic planning is dysfunctional, or at best unconnected.

One of the most broadly circulated reproaches is that planning yields too much inflexibility. Advocates of the rigidity theory maintain that a strategy channels behavior and attention to an intolerable degree, driving out vital innovations that are not part of the blueprint. Given that the forthcoming parameters of even comparatively stable businesses are difficult to foresee, these theoreticians consider any discount in inspired thinking and action dysfunctional (Glick, Miller and Huber, 1993). Mintzberg, for example, when critiquing the positioning, planning and design schools of strategic management, reasoned that all corporations must deal with ambiguity and that it is therefore dangerous for them to articulate plans because plain strategies “are blinders intended to focus direction and block out peripheral vision” (Mintzberg, 1990). Mintzberg offered a brief summary of this position: “Setting oneself on a prearranged course in unknown waters is the flawless way to sail straight into an iceberg” (Mintzberg, 1987).

Two decades of empirical research have not produced consistent support for either of the positions stated above (Mintzberg, 1991; Pearce, Freeman and Robinson, 1987). Further, contingency models developed by proponents of planning to account for the inconsistent planning-performance findings reported by previous research have been virtually ignored in empirical work and their value, therefore, has been unknown (for further discussion of the lack of contingency models in empirical planning-performance research, (Pearce, Freeman and Robinson, 1987; Powell, 1992). The absence of a systematically validated model capable of accounting for the inconsistent planning-performance findings has been a problem. In light
While Industrial Age corporations were often built around experts, adaptive businesses employ people who bring a variety of ideas to tasks and discussions (Daft, Murphy and Willmott, 2010). Adaptive organizations employ for social, teaming and leadership skills, not just precise competencies. Therefore, the emphasis should be on employing first-rate minds. Skills can be learned, but Digital Age companies need thinkers who can work instinctively, seeing patterns and scenarios where only pieces of facts exist.

2.2.6 Technology: Enabling Knowledge Transfer

The “technology” area addresses how companies use communications systems, information systems and other tools to aid business operations. In this area, many companies make the same mistake: viewing technology as a piece of infrastructure or backbone rather than a tool to assist knowledge transfer between company members. This produces a “work-around” culture in which colleagues use knowledge but do not influence it in such a way that it can aid lead the organization (Slade, 2008).

A business can struggle trying to provide its people with the tools they require to perform efficiently as the agency’s mission and environment change (Daft and Marcic, 2010). For example, they can change their commercial model to allow workers to work from home or in field offices closer to their clients but have to offer these workers with outdated cellular phones and computers, making it hard to remain up-to-date on management direction from headquarters. This business can find that one precise knowledge management system is so essential to the corporation’s plan that losing it can risk operation failure, but that their contracting and other procedures are so old that they can only apply patch after patch instead of installing a state-of-the-art replacement (Daft, Murphy and Willmott, 2010). Organizations need a top-to-bottom valuation of what the barriers are to updating their Information Technology (IT) systems and a strategy for familiarizing them to be ready for what the future demands.
action for an organization. In the adaptive enterprise, however, directors are less focused on being the only source of plan and more focused on increasing a culture of innovation (Daft and Marcic, 2010).

Crafting an environment where people enjoy coming to work, can give companies their best performance from their personnel every day, and feel empowered to champion the ideas of the goal line themselves. The management of that business cannot dictate every initiative; rather, management is mainly concerned with promoting and determining an organization-wide guiding principle and vision, empowering each worker to accomplish it as he or she sees fit (Puhan, 2008).

2.2.5 Structure: Creating a Matrix Workforce

The “structure” area highlights the way different areas of the business work together. In the Industrial Age, work environments were ranked - the chain of command was linear and clear, and each worker did only the chores that fell within his or her definite job assignment (Collins, 2011). The corporation that recognizes that an information-driven society, however, requires that the employees be organized more efficiently and in a way that can better familiarize to changing conditions has higher odds of improving performance (Daft and Marcic, 2010).

To make the best use of workers and their abilities, a business can adopt a networked, matrix staff structure. In this style, the business relinquishes exclusive control of its ability, embracing a comprehensive model that lures the best existing talent - external and internal. Rather than being separated by job description, department, employees in this matrix business form networks made up of a smaller number of specialists and a sensible force of generalists (Puhan, 2008). When necessary, specialists and generalists are assisted by a reserve of contingency personnel - experts who are on-call. Contingency employees are called in when the business requires a fresh perspective, highly specialized skills or expertise that cannot be learned internally in the necessary timeframe.
2.2.2 People
The “people” area addresses employment practices and human resource management. Organizations must be willing to reward positions of power to younger personnel. While less tested and skilled than their more mature colleagues, today’s youth works more collaboratively, thinks more experimentally and uses technology more easily (Allio, 2008). Younger employees also offer a needed influx of energy and fresh thought to a company. In addition to understanding and institutional knowledge, organizations need new angles and dynamism to help warrant success.

2.2.3 Process: Fostering Collaboration
The “process” area addresses an enterprise’s operating processes. In studying organizational operations, Toffler (2009) found that a top-down-only approach to management is a slow, unproductive technique of adapting and working. Workers often view management directives as upsetting and generally do not greet this kind of practice with eagerness.

He found that organizations were cultivating a culture in which workers can work together and work inquisitively - following leads and “connecting the dots” to recommend what the management alternatives and imperatives might be; he states that leadership is finding that this results in better outcomes and more productive work. While personnel often want to work together, they are often stalled in an Industrial Age bureaucracy that is categorized and wants to get a singular decision as opposed to a collaborative decision (Collins, 2011). To avoid this setup, KHU can solicit unidentified employee questions via a Web site and do a 48-hour response or find a substitute that can aid them move from a rigid system.

2.2.4 Strategy: Leadership Principles over Directives
The “strategy” area addresses the management and leadership theories that guide the process of the organization. A company working to nurture a fruitful working environment must have leaders who are ready to relinquish some of the business’s strategy-making power - a difficult plan and an obvious affront to old values but one with great potential payoff. Traditional ideas of leadership place directors in firm control of dictating a precise course of
as the surroundings continues to change. The A-to-B approach will never work. In its place, the adaptive organization understands that the world is continuously changing, understands the nature of those changes, perceives the optimal (for now) methods of familiarizing to where things are and where they are headed, and owns the temerity to adapt people, process, strategy, technology and structure as required, continuously (Slade, 2008). In short, the ability and willingness to change are part of the DNA of the adaptive organization.

2.2.1 Adaptability in Practice

It may seem evident that structure, technology, strategy, process and people must be aligned with each other and with the demands of the future and current environments in order for an organization to be fruitful, but many struggle to make it. Part of the struggle is in understanding what forces of change matter most to that particular company and how those forces meet to create the demands adaptability (Daft, Murphy and Willmott, 2010).

Preparing for what the future will demand is hindered by assumptions that tomorrow will be much like today. Organizations need to experiment that thinking by considering the extremes that bound the scope of possibilities in both the future and present environments. The future will not look like any of these extremes and companies would be not be a good idea to plot for them. But they can and must make and break supposition about how their present or planned activities could lead to a constant misalignment of their people, processes, strategy, technology and structure or to the enduring achievement they seek (Slade, 2008). Enduring accomplishments comes from adapting, as required and when needed, to the alternatives and essentials the changing surroundings presents.

The process of considering the possibilities of present and future environments is also called “creating alternate futures” (Daft, Murphy and Willmott, 2010). In applying this approach over the course of hundreds of activities, managers need to learn that along the way about bringing each of the five areas into alignment, these do not address the complete synching of a company and changes must occur across the range to be effective.
When commencing the process, the organization must remember that adaptability hitches stretch among the five areas of operations - people, process, strategy, technology and structure. The greatest pitfall in this type of exercise is assuming that a change made in a single area will solve worldwide problems. For example, Toffler (2009) noted that a company needed to restructure its hiring practices to develop employee retention. The organization aggressively sought to employ young people, in part because it preferred employees who were independent, creative and self-motivated - features associated with the newest group of personnel. A high percentage of these workers were leaving the organization after only a short time of employment. The business speculated its hiring profile was to blame.

The problem was more than just employing - it was that and “process” and “people” were out of alignment. While the agency’s employing executives valued characteristics associated with youth - independence, ingenuity and initiative – the agency’s procedures did not mirror that. Rather than working creatively and independently, new workers were expected to complete often rigidly distinct tasks in conventional ways and submit their “products” up through an established hierarchy. De-synchronization was the root of the problem in this case; - “people” and “process” were not working together. Because the internal procedures did not match the hiring profile, ideal ability was not being used to full ability and hence sought satisfaction elsewhere (Slade, 2008).

As this circumstance illustrates, revealing the foundation of the problem is not a simple, clear-cut activity. Neither is it a “once-and-done” procedure. Just as an organization will be drawn to attribute operational problems to a solitary factor, it will also be tempted to think of alignment of their people, processes, strategy, technology and structure as an action to be undertaken and finished.

For the adaptive business, the aim is not to become healthy by making a precise change from “state A” to “state B” but it is in large part because “state B” will soon be out of synch itself
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The study was driven to define whether adaptive thinking was the initial point of effective running strategy formulation for harmonious co-alignment between organization and performance in sports unions in Kenya with a case study of Kenya Rugby Football Union and Kenya Hockey Union. The study objectives were to determine the link between adaptive thinking and organizational performance in sports unions; to establish the link between adaptive thinking and effective management and strategy formulation in organizations; and to reconnoiter the best practices and strategies that KRFU and KHU can use to assimilate the strategy design and application after the alignment of adaptive thinking.

2.2 Adaptive Thinking and Organizational Performance

The Digital Age has generated a dramatically fresh environment for business, one categorized by constant acceleration. In this era, companies must, above all, be quick to meet the ever-changing demands of the world in which they work. The adaptive organization does not become so accidentally, it takes the organization’s leadership to make must variations in five areas concurrently to ensure that all five - that is the structure, technology, strategy, process and people - are ranged internally and with the present and future external environments (Slade, 2008). Extremely precise to the company undertaking it, alignment may need significant investment or reform of resources. The company that does not align, however, cannot familiarize effectively to the challenges and opportunities it faces and will not survive the Digital Age.

Adaptive capability starts with the ability to pinpoint needed changes in the working environment. The change discovery process is extremely precise and can be difficult and protracted. Regrettably, there is no solution for alignment or a global score card because different forces of change matter more to different companies and affect them differently. Toffler (2009) equates the process to sleuthing work. A business may have to follow many tips before it finds true problem.
1.7.2 Strategic Planning
Strategic planning is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy (Collins, 2011). Generally, strategic planning deals with at least one of three key questions: the What do we do?; For whom do we do it? And How do we excel?

1.7.3 Information Age
The Information Age, also commonly known as the Computer Age or Digital Age, is a period in human history characterized by the shift from traditional industry that the industrial revolution brought through industrialization, to an economy based on the information computerization. The onset of the Information Age is associated with the Digital Revolution, just as the Industrial Revolution marked the onset of the Industrial Age (Dannemiller, 2011).

1.8 Chapter Summary
This chapter has given readers the background of the study problem as well as given a brief history of the sports unions being studied. The chapter has also covered the research problem which is to determine whether adaptive thinking is the way forward for KHU. The chapter has highlighted the objectives of the study and has come up with specific objectives that guided the study. The chapter ends with giving the readers the study scope and importance and finally giving definition of terms. The following chapters cover the literature review, research methodology and data analysis. The last chapter concludes the study and offers recommendations for the study.
1.5.2 Sports Organizational Policy Makers
The results of this study may be useful to policy makers and board of directors of various sporting organizations both locally and internationally. The policy makers can use the results and benchmark what has worked for KRFU and KHU and alternate what has not by fashioning it to fit their needs and ensure that performance is felt. They have been given the opportunity to see how to best use adaptive thinking in their strategies.

1.5.3 Future Scholars
The results of this research have added to the scarcely available information in Kenya on adaptive thinking in sporting organizations. This study forms a strong foundation for future researchers who would like to pursue a study in the area of organizational development and performance improvement.

1.6 Scope of the Study
Scope of study is a general outline of what the study will cover. Scope defines the parameters of the study (Gygi and Williams, 2012). Scope always unless of the unlimited nature (specific) will define specific boundaries. The scope of the study in this case was KRFU and KHU headquarters in Nairobi-Kenya. The study sampled the employees working with these unions positioned at their head offices, with respondents from different departments in the management position as well as players who were registered under these unions. The study used the months of December 2013 – February 2014 for data collection and analysis.

1.7 Definition of Terms
1.7.1 Adaptive Thinking
Adaptive thinking refers to a problem solving strategy that adapts thinking to address a problem as it changes and evolves (Allio, 2008).
both organization and sport organizations worldwide. The study is determined to determine whether this might be might be the way out for the crippled KHU.

1.3 Objective of the Study
The general objective of the study was to examine whether adaptive thinking is the starting point of effective management and strategy formulation for harmonious co-alignment between sports organizations and performance in Kenya with a keen focus on KHU.

1.4 Specific Objectives
The specific objectives of the study were:
1.4.1 To determine the link between adaptive thinking and organizational performance in sports unions;
1.4.2 To establish the link between adaptive thinking and effective management and strategy formulation in organizations;
1.4.3 To explore the best practices and strategies that KRFU and KHU can use to integrate the strategy formulation and implementation after the alignment of adaptive thinking.

1.5 Importance of the Study
This study is of critical importance to various stakeholders within the country and those that have sports organizations outside of Kenya. The study is of importance to:

1.5.1 KHU and KRFU Managers
A research into whether adaptive thinking is the way forward for performance in sports organizations in Kenya is of uttermost important to the managers and board of KHU since it shows the implications of adaptive thinking and the recommendations that have been offered may be of use to them in helping them avert misperformance and bring back the sporting glory days of Kenya.
The same cannot be said about the sister union KHU. Kenya has not featured anywhere in the race for the Olympic Games hockey tournament recently. This is because South Africa has taken over as the continent’s eminent hockey-playing nation. The days when the likes of Avtar Singh Sohal, Chris Otambo, Simi Goyal, Parminder Saini, Emmanuel Oduor, et al, who were household names in the hockey world are long gone and there is nothing worth writing about the Kenyan hockey game today (Kamle, 2013).

Kenya is becoming the continent’s laughing stock in as far as the development of the sport is concerned. For several years now, KHU has been operating as a one-man show with the veteran chairman Mr. Resham Bains and his current management not eager to inject new blood by way of organizing democratic elections that would put the show back on the road. Nobody seems to question the administration of the sport these days and cries by the players and some officials have gone unheard, dealing a major blow to the youngsters coming through the school system who now have nothing to look forward to as the national league is also in a shambles (Nekesa, 2008; Kamle, 2013).

The hockey fraternity may see a little light at the end of the tunnel with the formation of the Nairobi Hockey Association (NHA). The association aims at boosting the dwindling standards of hockey in country. The association has been re-launched since it has been defunct for the past five years. The association also has other programs among them to put up a second artificial hockey stadium to relieve the overused City Park hockey stadium. Currently Kenya solely relies on the City Park hockey stadium to host both the local and international matches and the project will come in handy for Nairobi County and improve the standards of hockey in Nairobi (Kamle, 2013). The association is headed by Mr. Gushiral Lall and among its roles it will oversee the running of KHU.

Given the difference of superb performance in the rugby sector and the dismal performance of hockey internationally, the study seeks to highlight the impact of adaptive thinking on sports organizations management and leadership and how these can lead to performance in
After ten years The Sports Bill Kenya, was accepted passed by parliament on 9th January, 2012. The Bill now awaits the last stage for it to become law, which is the presidential assent. It was recognized as a Bill for an Act of Parliament to harness sports for development, promote and encourage sports and recreation; to provide for the establishment of sports institutions, facilities and management of sports in the country, and for connected purposes (Kamle, 2013). The Bill has been divided into eight parts and four schedules. The key divisions include: Establishment of the National Sports Fund, Establishment of the Kenya Sports Development Authority, establishment of the Kenya National Sports Institute, Financial Provisions, Arbitration of sports disputes, Registration, regulation and licensing of sports organizations.

This study will focus on three aspects of how adaptive thinking can enhance sports organizations’ performance as well as bring about effective management and strategy formulation in these organizations in Kenya namely the Kenya Hockey Union (KHU) and the Kenya Rugby Football Union (KRFU). Before, however, the study will analyze the actions of these unions and their rivals, the roots that lead to misperformance in sports unions.

1.2 Problem Statement
While rugby management in Kenya is probably not without its in-house squabbles, the KRFU has to be by far, the best run sports body in the country and is no doubt the primary reason for the current success enjoyed by the sport in Kenya (Nekesa, 2008). The Union board is made up of individuals who are already well established in their own right. They are the top of the crop in their professional fields and are elected to lend their expertise to the running of the game of rugby in Kenya. Majority if not all of the board members played rugby at some point. Some still play the game at a noncompetitive level, meeting for the odd game of touch rugby. Having served their terms on the pitch, the directors now serve their terms on the board, familiar with the needs of the players and able to prioritize on delivery to them (Kamle, 2013).
frequently replenished with leadership development business; and leadership titles, with its experts and mass of consultancies, grows at a sharp pace.

With the ongoing and rapid growth of this “leadership industry” led by its army of consultants, authors and coaches, within a context of organizational disorder at all levels, one has to ask why the two trends continue to deviate. Given ongoing study and research in the fields of organizational development and leadership, why are we not seeing convergence of the practice and theory? Are leaders the survivors suffering from thirst in their rafts adrift in an ocean of water? With all the research and advice available, why does “failure of organizations and leadership” remain so highly mentioned in case studies of organizational nonperformance?

Adaptive thinking brings together collaborative and adaptive approaches in pursuit of sustainable resource use. This study will revisit the issue of evaluation in effective leadership and recasts it in light of complex adaptive systems thinking (Allio, 2008). Conclusions will highlight the importance of systematically incorporating evaluation into the adaptive thinking process since this may be the key to improving organizations performance through shaping the thinking models of leaders.

The Kenyan sporting scene has for the lengthiest time functioned quite rudderless. This compelled the drafting of a Sports Bill back in 2002 by some of the key sponsors in sport with some contribution too from legislators, who felt that it was about time sports management was planned in the country (Kamle, 2013). Some of the suggestions made in the Bill included: Establishment of a Kenya Sports Institute; Setting up of a Trust Fund for development of sport through a National Sports Lottery (NSL); Formation of a Sports Development Authority (SDA); Regulation of sports organisations like federations, associations and unions alike among others. The logic behind drafting the Bill was to give to Kenyan sport a landmark law that will guarantee the attainment of better-quality sports both and internationally and locally.
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

A common thread complementing poor performance or organizational failure is the so-called “failure of leadership”. As a result, the blame is laid at the feet of those in positions of power. A personnel variation, like the firing of a football coach at mid-season after a disappointing start, is often regarded as the most expeditious route to quick transformation (Allio, 2008).

Is firing the leader really the right step? Incidentally, studies of mid-season training changes within professional team sports demonstrate “minimal improvement over the long term (McTeer, White, and Persad, 1995). Changes in management do sometimes portend better and quick results (Kouznes and Posner, 2003). Conversely, disregarding the short-term impacts of a “rearrangement of the deck chairs”, real change happens over time and must be accomplished deep inside the organization, in ways integrally related to its “being” as well as that of its members (Collins, 2011).

Productive organizational transformation hardly happens by “trickle down” theory; it is the result of conscious design not luck, even in a chaotic world (Collins, 2011). One valuable model for more fruitful change efforts is “Whole Scale Change” (Dannemiller, 2011). It looks beyond the outdated concept of goal setting to interventions that involve the entire organization in transformation. The model represents a universal approach to change in place of precise and discrete efforts that focus on limited objectives.

Apart from the change process, there are signs that a more fruitful approach to leading requires a re-examination of what we call leadership. In the words of Allio (2008), “The most damning condemnation of the traditional control and control leadership model, it still falls well short of harnessing emotional commitment and full creative potential of the people who dedicate their lives to serving big organizations.” Amid Paradox Against this framework of disorder in organizational leadership, executive leadership segments in bookstores are
# LIST OF ABBREVIATIONS

- **CEOs:** Chief Executive Officers
- **KHU:** Kenya Hockey Union
- **KRFU:** Kenya Rugby Football Union
- **NHA:** Nairobi Hockey Association
- **NSL:** National Sports Lottery
- **SDA:** Sports Development Authority
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adaptation of change. KRFU organizational structure facilitates the easy adaptation to change while the KHU structure inhibits the union’s ability to adapt to change. While looking at the various factors between KRFU and KHU, it has been noted that the former has done better in adapting to changes.

The study recommended that KHU and KRFU must continually expand their capacity to create their future. For these unions, it is not enough merely to survive. These organizations must adapt ‘generative learning,’ learning that enhances their capacity to create their future. KHU and KRFU must embrace dramatic new programs and services as well as modest improvements to existing processes, procedures, policies, structures and systems. The study also recommended that these organizations must be innovate since it is an important characteristic of adaptive capacity both because it suggests the generative process of creating something new or different and because it entails the critical complementary facility of challenging accepted wisdom. Innovation is the generative component of adaptive capacity; the ability to initiate, not just react.

In conclusion, it is evident that the unions need to change their ineffective procedures and adapt constructive measures and implement them without giving insurmountable excuses. Both unions have teams that have been selected and mandated with the task of evaluating and monitoring changes that have enabled the organizations to adapt to the environmental changes. The unions were discovered to have the ability to adapt to changes in rules and playing requirements set by international bodies. KRFU have done this fairly well while KHU has great difficulties in adopting international strategies due to its system that is not flexible.
ABSTRACT

The study was conducted to determine whether adaptive thinking was the starting point of effective management strategy formulation for harmonious co-alignment between organization and performance in sports unions in Kenya with a case study of Kenya Rugby Football Union and Kenya Hockey Union. The study objectives were to determine the link between adaptive thinking and organizational performance in sports unions; to establish the link between adaptive thinking and effective management and strategy formulation in organizations; and to explore the best practices and strategies that KRFU and KHU can use to integrate the strategy formulation and implementation after the alignment of adaptive thinking.

The study used a descriptive research design to assess the relationship of adaptive thinking to enhancing performance in Kenya Rugby Football Union (KRFU) and Kenya Hockey Union (KHU). The study population included members both staff and players from the unions being researched and the total population was 1,042. The sampling frame for the study came from the official list of clubs under the umbrella of KRFU and KHU. The study applied both stratified sampling technique to divide the population and random sampling to select the respondents from study strata to bring the sample size for the study to 140 respondents.

This study used quantitative methods of data analysis. To ensure easy analysis the questionnaires were coded according to each of the research questions to ensure accuracy during the analysis process. Data was summarized and categorized in a frequency distribution tables out of which graphical and chart presentations were generated to give visual image of respondent responses. The data was run through SPSS to give statistical representation. Standard deviations, means and correlational analysis were used to interpret data and show relations between the different study variables.

The study shows that people in both KHU and KRFU adapt easily to change, as well as the processes used. The strategies used and employed in the unions however, do not adapt easily to change as well as the unions have failed to make use of technology that facilitates the easy
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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: __________________________ Date: __________________________
Gachuhi R. Wangeci (613761)

This Research Report has been presented for examination with my approval as the appointed supervisor.

Signed: __________________________ Date: __________________________
Dr. Paul Katuse

Signed: __________________________ Date: __________________________
Dean, Chandaria School of Business
IS ADAPTIVE THINKING THE STARTING POINT OF EFFECTIVE MANAGEMENT STRATEGY FORMULATION FOR HARMONIOUS CO-ALIGNMENT BETWEEN ORGANIZATION AND PERFORMANCE: A CASE STUDY OF KENYA RUGBY FOOTBALL UNION AND KENYA HOCKEY UNION

BY
GACHUHI R. WANGECHI

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