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Mutinda, B.,^{*1} Oloko, M.,² & Muturi, W.³

^{*1} Ph.D Candidate, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya

² Professor, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya

³ Professor, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya

Accepted: September 3, 2018

ABSTRACT

The study determined the influence of people alignment on strategy implementation in NGOs in Kenya. The study adopted a cross-sectional survey. A structured questionnaire was used to collect data. A sample size of 125 comprising of project officers and managers in charge of strategy implementation was selected using stratified random sampling and purposive sampling methods. Data was analyzed using simple and multiple regression, coefficient of correlation analysis and ANOVA. Findings indicated that there was a positive and significant relationship between people alignment and strategic implementation. Strategic leadership was a positive and significant moderating variable for people alignment and strategy implementation. Based on the findings, the study concluded that people alignment has a positive and significant influence on strategic implementation. Top Management Leadership needs commitment from staff to believe and pursue the vision fervently and translate the generalities of the vision into specific targets for all divisions in the organization. The study recommended that managers in NGOs should ensure that their organizations are strategically aligned in terms of people in order to achieve their objectives of strategy implementation.

Keywords: People Alignment, Strategic Leadership, Strategy Implementation

INTRODUCTION

For the past two decades, strategy formulation has been widely regarded as the most important component of the strategic management process; more important than strategy implementation or strategic control. However, the effectiveness of the whole process of planning diminishes if the formulated strategies are not implemented (Siddique and Shadbolt, 2016) In addition; there is growing recognition that the most important problems in the field of strategic management are related to strategy implementation rather than to strategy formulation. Baroto, Arvand and Ahmad(2014) assert that strategy may not succeed in 75% of the cases. Barrows (2011) identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges. Price Water house Coopers (PWC, 2016) pointed out that few companies are able to successfully and sustainably close the gap between their strategy and their execution gap.

Leadership at strategic level is a key issue facing 21st-century organizations. Strategic leadership means the ability to anticipate and envision the future, maintain flexibility, think strategically and initiate changes that will create a competitive advantage for the organization in the future(Daft, 2011). According to Schoemaker and Krupp (2015) strategic leadership is required to design and deploy the kind of organizational capabilities that firms need to handle uncertainty, anticipate discontinuity sooner and adapt faster in the market place. The leadership challenge, which involves practicing six abilities; the ability to anticipate, challenge, interpret, decide, align and learn while overcoming barriers to them, allows the best innovators to win the long game while making frequent tactical adjustments along the way in response to surprise and uncertainty (Schoemaker & Krupp, 2015). Without effective strategic leadership, the capability of a company to achieve or sustain a competitive advantage is greatly constrained (Elenkov, 2008).

Strategic alignment gives a way for measuring the effectiveness of organizations (Labovitz & Rosansky, 2012). These authors maintain that alignment gives managers at every level of the organization the ability to rapidly deploy a coherent business strategy, be totally customer focused, develop world-class people and continuously improve business processes - all at the same time. Hough and Liebig (2013) posit that strategic alignment increases the effectiveness of every single task and process within the organization and therefore it is an invaluable intangible asset for the company. People alignment is a state where all the employees of the organization are aligned to the organizational goals. In an aligned organization, every employee understands not only the strategy and goals of the business, but also how his or her work contributes to them. (Labovitz, 2012).Ouakouak and Ouedraogo (2013) advocate that alignment is critical for positive financial and nonfinancial management within the organization.

Strategy implementation is a process by which strategies and policies are put into action through development of programs, budgets, and procedures. The process is sometimes referred to as operational planning and often involves day-to-day decisions in resource allocation (Wheelen & Hunger, 2012). Thompson *et al.* (2008) concur with this view that strategy implementation is an operations-oriented; make-things-happen activity aimed at performing core business activities in a strategy supportive manner. According to MacLennan (2012) strategy implementation is the action that the moves the organization along its route towards its goal – the fulfillment if its mission, the achievement of its vision. Strategy execution requires administrative and managerial talent and an ability to foresee obstacles that arise in strategy implementation (Rajasekar, 2014). It is the realization of its intentions.

Hrebiniak (2013) notes that there are numerous obstacles to strategy implementation. Some of the

challenges to strategy execution arise from the conditions or demands of the execution process; including 1) the need to get many more people involved in execution than were in planning; 2) the longer time frames associated with the process of strategy execution and the resultant probability that competitive forces or conditions will change over time and 3) the existence of many factors or variables that can affect execution results or success, and the need to handle them effectively to achieve desired results.

According to Otieno and Wallace (2016), NGOs world over have been considered a development partner to the state due to a host of issues they address on under development. At the international level NGOs are perceived as a vehicle for providing democratization and economic growth in third world countries. In addition, they are considered good substitutes for weak states and markets in the promotion of economic development and provision of basic services to most people. Non-Governmental Organizations (NGOs) play a significant role in the social development process in all regions of the world. They are of great importance in situations where state funds are inadequate, political situations are unpredictable, natural calamities occur, and the level of per capita income severely inhibits the capacity to purchase needed goods and services – social, educational and economic. (NGO Board Strategic Plan 2014 -2017).

According to the NGO handbook (2010), a non-governmental organization is generally considered to be any non-state, nonprofit, voluntary organization. The term NGO is very broad and encompasses many different types of organizations. A study by Ndibwa, Emmanuel and Mushi (2012) established that NGOs in Tanzania play a big role in preventing the spread of the HIV/AIDS disease. The study recommended that both the public and NGOs should find convenient methods to work together so as to minimize further infections for those not yet infected. Okorley and

Nkrumah (2012) observed that despite the role of NGOs in development in developing countries, the issues of sustainability, availability of funds, and supportive leadership have remained a major challenge.

Kenya has a vibrant civil society and acts as a regional hub for many international non-governmental organizations operating in the area (Arasa & Kioko 2012). The roots of NGOs in Kenya may be traced to philanthropy mainly in the colonial time during which the activities of NGO's largely focused on welfare Mbote (2000 in Arasa et al. 2012). According to a survey report by the NGO Coordination Board (2009), the highest concentration of NGOs in Kenya is in Nairobi at 35 per cent. This study focused on the HIV/AIDS sector which is considered to have the highest percentage of NGO's at 12 per cent as compared to other sectors (NGO Coordination Board, 2009). These NGOs offer variety of services which include strategic interventions related to HIV prevention, treatment and care services, interventions to prevent mother to child – transmission of HIV and AIDS, capacity building in HIV/AIDS initiatives, advocacy of rights and needs of persons living with HIV and AIDS and voluntary testing and counselling services among others interventions.

Bromideh (2011) noted that strategy execution in NGOs in developing countries is often hindered by a number of challenges. These challenges he classified into two categories, internal and external. Evidence from recent studies indicates that there are gaps in the implementation of strategic plans in many Kenyan firms including the NGOs (Abok & Gakure 2012). UNAIDS (2017) estimates the number of people living with HIV (all ages) in Kenya has been on the increase from 1.4 million in 2010 to 1.5 million in 2016 indicating challenges in implementation of strategies to reduce new infections.

Statement of the problem

Strategy may not succeed in 75% of the cases (Baroto, Arvand & Ahmad, 2014). Kaplan *et al.* (2011) identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges. Strategy execution failure is very costly to the organization as it wastes time and resources. Besides it leads to lower employee morale, a sense of loss of trust and faith in senior management and ultimately decline in performance ((Sorooshian *et al.*, 2010).

NGOs besides the Government of Kenya play a very critical role in the fight against HIV/AIDS. However, UNAIDS (2017) estimates the number of people living with HIV (all ages) in Kenya has been on the increase from 1.4 million in 2010 to 1.5 million in 2016. A report by National AIDS Control Council (2016) records that Nairobi posted an increase in new HIV infections among adults by more than 50%. It was further noted that Kenya is ranked fourth globally in terms of HIV infections (KELIN, 2014 – 2019 Strategic Plan). Though key strides have been made in the fight against HIV/AIDS, the statistics above indicate a failure in achieving the objective to reduce HIV infections in Kenya by key players, which include NGOs in the sector. This is corroborated by Abok *et al* (2012) who established that NGOs do face challenges in strategy implementation.

Many studies on alignment and strategy implementation have concentrated on the corporate sector and fewer studies on the NGO sector. Lear (2012) found out that strategic leadership does affect strategic alignment in high performing companies in South Africa. Manyasi (2012) noted that there is a close relationship between strategic alignment and performance at the Kenya Revenue Authority. Studies on strategy implementation in NGOs in Kenya have focused on other variables such as communication, structure, resource allocation among others (Abok 2012; Kipkorir & Ronoh 2017). Limited research has been done on the influence of people alignment on

strategy implementation in HIV/AIDS NGO's in Kenya, despite Kenya being ranked fourth globally in terms of HIV infections (KELIN, 2014 – 2019 Strategic Plan). This study therefore sought to fill the existing knowledge and contextual gap by determining the influence of people alignment on strategy implementation in HIV/AIDS NGO's in Kenya.

Objectives of the Study

The main objective of this study was to determine the influence of people alignment on strategy implementation in non-governmental organizations in Kenya. The specific objectives were:

- To determine the influence of strategy alignment on strategy implementation in NGOs in Kenya.
- To establish the moderating effect of strategic leadership on the influence of strategic alignment on strategy implementation.

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

According to Freeman (1999), stakeholders are any group or individuals who can be affected by the achievement of the objectives of the firm and suggests that firms should identify their direct and indirect persons or groups that are affected. The stakeholder theory addresses two core questions; first, "what is the purpose of firm?" Secondly, "what responsibility does management have to stakeholders?" These are the two critical questions in the stakeholder theory.

Stakeholder theory posits that every legitimate person or group active in the activities of a firm or organization, are driven to do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995). They further contend that, while Stakeholder Theory is descriptive and instrumental, it is more essentially normative. Stakeholders are described by their interests and all stakeholder

interests are considered to be inherently valuable. Stakeholder Theory is managerial in that it recommends attitudes, structures, and practices and demands that synchronized consideration is given to the interests of all legitimate stakeholders.

Brenner and Cochran, (1991) postulate that stakeholders of the firm have two purposes i.e. to describe how organizations operate and secondly, to help predict organizational behavior. They contrasted this theory with other theories but they did not ask whether the various theories have comparable purposes. The HIV/AIDS NGOs have different stakeholders with different interests in them. According to Kaplan and Norton (2001), the customer perspective of their model the balanced score card when applied to NGOs addresses both the donors and the receiver of services in the organization. This study sought to determine how alignment of the “customers” in these NGOs influences strategy execution. This theory therefore is relevant to the study as it recommends attitudes, structures, and practices and requires that simultaneous attention be given to the interests of all legitimate stakeholders.

Strategic Alignment Model

Different equivalents have been used within the literature for explaining the concept of strategic alignment. In 1974, Skinner presented the concept of alignment using the practical term strategic consensus, Porter (1996) referred to it as fit, Henderson and Venkatraman (1993) as alignment, and Venkatraman (1989) as fit. Each of these theories presents a concept of alignment. According to Porter (1996), strategy means making the activities of an organization fit each other. In other words, activities must cooperate and support and strengthen each other.

According to Labovitz and Rosansky (1997) alignment is the optimal state where the key elements of an organization - people, strategy, customers and processes - are aligned and integrated to work in

concert with each other. People in aligned organizations have a clear line of sight to customer requirements and organizational goals. Hence strategic alignment is strategy and people, and integrating them with customers and process improvement (Figure 1).

The strategic alignment model presented by Labovitz and Rosansky (1997) provides a tool for measuring effectiveness in organizations. Alignment is the other half of the high performance story. According to these authors, alignment affords organizations a way of linking strategy and people and integrating them with customers and process improvements all at the same time! In aligned organizations, People recognize and appreciate customer needs and design their work processes to meet those needs. They work together across departments to give customers what they want and how they want it.

According to Chen, Huang and Fang (2017) alignment concerns the integration of strategies relating to the business and its related contingency variables. Labovitz and Rosansky (1997; 2012) maintain that alignment gives managers at every level of the organization the ability to rapidly deploy a coherent business strategy, be totally customer focused, develop world-class people and continuously improve business processes all at the same time. They further note that their research and experience convinced them that growth and profit are ultimately the result of alignment between people, customers, strategy and processes. They found that organizations that consistently land on their feet during turbulent times are managed by people who keep everyone focused on the key business objectives and, in the midst of change, have generated sustained business results.

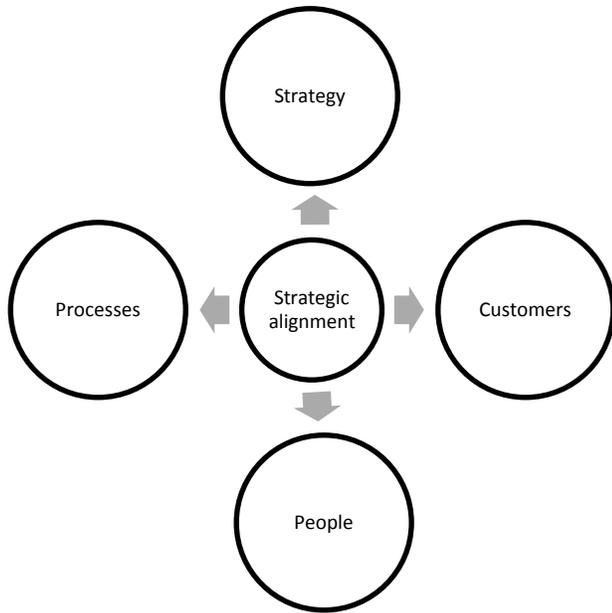


Figure 1: Concept of full Strategic Alignment
Source: Adapted from Labovitz and Rosansky (1997)

knows how to make a real contribution and strives to make a contribution to its realization, which means commitment. According to Kaplan and Norton (2001) organizations must ask themselves what employee capabilities they must ensure their staffs have in order to meet their customer expectations. Khadem (2008) maintains that alignment needs a center of focus or frame of reference for all employees, which is the vision, values and strategy of the organization. Alignment therefore means alignment with the organization’s vision, values and strategy and therefore employees must demonstrate commitment to the organizations vision and mission.

Strategy implementation was measured in terms of achievement of strategic objectives, timely completion of projects, efficiency in strategy execution and fulfilment of customer/stakeholder expectations. Strategy implementation entails converting the strategic plan into action and then into results. It is considered successful if the company achieves its strategic objectives and targeted level of financial performance (Njagi & Kombo, 2014). The test of successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the strategic plan. Shortfalls in performance signify weak strategy, weak implementation or both. The effectiveness with which a particular strategy is implemented should strongly affect performance on dimensions on which the strategy is expected to affect. In the NGO sector, work is usually executed in the form of projects and therefore projects are considered successful if implemented within the set budgetary allocations and within set timelines.

Conceptual Framework

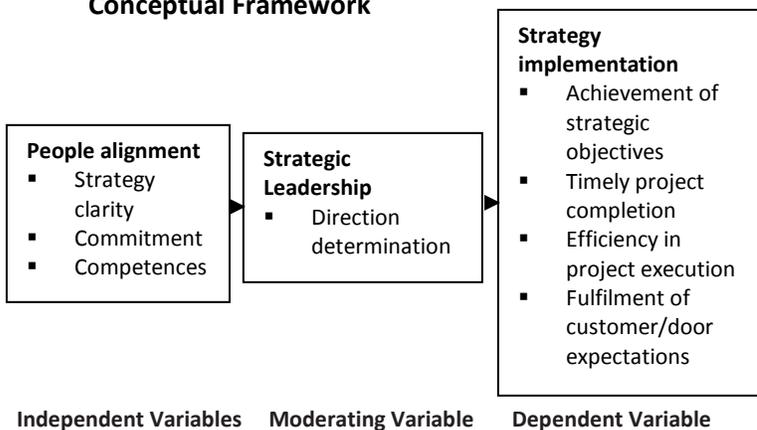


Figure 2: Conceptual Framework

People alignment was measured in terms of strategy clarity, commitment and competences of the staff within organizations to implement strategies. According to Khadem (2008), the most effective way to make an organization’s business strategy effective is through alignment and follow-up. This state of alignment means that everyone in the organization understands the strategy, buys into it,

Empirical Literature Review

According to Khadem (2008), two people are aligned when they move in the same direction. They are integrated when they cooperate with each other. Total alignment encompasses both alignment and integration. It is possible to be aligned but not

integrated. This is evidenced when two people move in the same direction but without cooperation. Khadem (2008) maintains that alignment needs a centre of focus or frame of reference for all employees, which is the vision, values and strategy of the organization. Alignment therefore means alignment with the organization's vision, values and strategy. Hence, according to Khadem (2008), the most effective way to make an organization's business strategy effective is through alignment and follow-up. This state of alignment means that everyone in the organization understands the strategy, buys into it, knows how to make a real contribution and strives to make a contribution to its realization.

According to Werker and Ahmed (2008) nongovernmental organizations are largely staffed by altruistic employees and volunteers working towards ideological, rather than financial, ends.. Cornman et al.(2005) posits that NGOs are expected to provide professional, community-based services in conjunction with professional monitoring, evaluation, and reporting. All of this is expected with scarce resources, inadequate access to technical assistance or standards, and little to no government guidance or support.

These authors further note that there are also inherent challenges in the capacity and sustainability of the administration of local NGOs that rely primarily on voluntary—as opposed to paid—staff. (Cornman. et al, 2005). NGO work often involves personal sacrifices and long hours (McMullen and Schellenberg, 2003). It appears, then, that the main “perks” of working for an NGO are working for an NGO. The industry seems to enjoy a cost advantage over its for-profit competitors derived from the altruism of its employees (Francois, 2003). An organization can become less dependent on volunteers only when it acquires internal financial stability through maintaining internal revenues (Wicker, Longley, & Breuer, 2015).

Ramadan (2015) carried out a study on the impact of strategy implementation drivers on projects effectiveness in NGOs in Italy. The study adopted focused on 25 NGOs and used cross-sectional research design. The study found that existence of strong beliefs and values in NGOs particularly in the mindset of the employees would create a productive working atmosphere that can affect the extent to which projects are implemented. Further the study established that NGOs that have wholesome communication channels would boost their coordination levels and maintain a good flow of information among employees ultimately contributing to the level of effectiveness of projects. In his findings he suggested that NGOs that intend to enhance their project effectiveness should take into account strategy implementation drivers into account. This study however was limited in that it adopted a small sample making generalization of the findings difficult. Speculand (2014) recommended that managers must create the right conditions for strategy implementation by ensuring a culture that supports the implementation process. Shah and Sid (2014) found that communication and staff engagement with reward incentives could improve the implementation process. Jiang and Carpenter (2013) emphasized that communication is one of the most important factors that affect strategy implementation, as it is the way in which the necessary information is transmitted. Bolboli and Reiche (2013) identified communication as the mechanism that sends formal and informal messages about the new strategy.

Muriithi, Muriuki and Kinyanjui (2017) carried out a study on factors affecting strategy implementation in local NGOs in Kenya. The study used cross sectional survey research design and the target population of the study was the local NGOs in Nairobi in sectors of health, youth, welfare, micro-finance and relief registered in Nairobi County. The findings showed that flow of communication in most NGOs used a top-

down approach which presented a concern for this study since lack of clear multi-directional flow of communication may be a hindering factor affecting implementing of strategic plans.

Obadha – Mwawasi, Wanjau and Mkala (2013) carried out a study to determine the factors affecting implementation of operational strategies in NGOs in Kenya. The study adopted a case study design and in its findings 80% of the respondents indicated that successful implementation depends on competent employees and their capabilities. A further 74% indicated that putting together a strong management team with the right skills that works cohesively presented one of the greatest challenges in operational strategy implementation. 86% of the respondents indicated that bundles of skills and collective learning, knowledge and technological know-how give an organization competitive advantage and process value to boost strategy implementation. While this study used a case study design the current study focused on a larger population of NGOs specifically dealing with HIV/AIDs.

METHODOLOGY

This study was guided by the positivism philosophy because the study depended on quantifiable observations that lead to statistical analysis. The research problem of this study was studied through use of descriptive research design, specifically cross sectional survey. The study used descriptive design

since the intention was to gather quantitative and qualitative data that would describe the moderating effect of strategic leadership on the relationship between strategic alignment and strategy implementation. The target population of this study comprised of NGO’s operating in Nairobi under the HIV/AIDS sector. Nairobi was the area of focus for this study as it had the highest concentration of NGOs in Kenya at 35 per cent, as per a survey report by the NGO Coordination Board (2009). The research instrument used for this research was the questionnaire with both open and close-ended questions.

FINDINGS

People Alignment

Factor analysis was conducted on the statements of people alignment. Variables with factor loading with Eigen values greater than 0.5 were extracted and below 0.49 was not considered. Results on Table 1 showed that all the statements on people alignment had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item “Organizational strategies guide the identification of skills and knowledge staff need to have.” had factor loading of 0.994 and the lowest item “When there is change in strategy staff are informed on the change and prepared for change” had a measure of 0.541. All the items were therefore retained for further analysis.

Table 1: Factor Loading for People Alignment

Statements	Factor Loading
Every employee, from top to bottom knows and understands the organizations strategy	0.727
Every employee has clear goals and clearly sees how his/her her work contributes to the achievement of broader organizational goals	0.802
Employees buy into the overall organizational goals and are committed to the realization of these goals	0.702
When there is change in strategy staff are informed on the change and prepared for change	0.541
The employees embrace the organizational values and reflect these values in their conduct and	0.558

work processes	
The organization has reward systems in place for individual/teams good performance.	0.670
Our organization collects information from staff about how well things are working in the organization	0.848
Staff and management engage in open and frequent communication	0.623
Teams in the organization work closely in cooperation to meet customer expectations	0.671
When there is process change staff are trained on the new processes to enhance capacity and capability in execution of their tasks	0.697
Staff members are placed according to their skills and competencies in the various parts of the organization.	0.568
Organizational strategies guide the identification of skills and knowledge staff need to have	0.994

Strategic Leadership

Factor analysis was conducted on the statements of strategic leadership. Results on Table 2 showed that all the statements on strategic leadership had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. According to Rahim and Magner (1995) a factor value of 0.4 is adequate for explanatory purposes. The

highest item “The top management team communicates the vision and reinforces it throughout the organization consistently.” had factor loading of 0.76 and the lowest item “The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization” had a measure of 0.58. All the five items were therefore retained for further analysis

Table 2: Factor Loading for Strategic Leadership

Statements	Factor Loading
The Top Management Leadership develops a clear long-term vision of the organization,	0.653
The Top Management Team rallies support and commitment from the staff to believe and pursue the vision fervently.	0.696
The top management team outlines the core values and ideology that the organization should live by	0.587
The top management team communicates the vision and reinforces it throughout the organization consistently	0.76
The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization	0.58

Strategic Implementation

Factor analysis was conducted on the statements of strategic implementation. Variables with factor loading with Eigen values greater than 0.5 should be extracted (Tabachinick & Fidell, 2007) Results on Table 3 showed that all the statements on strategic implementation had factor loading values greater

than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item “Our organization achieves timely completion of projects for its various programmes.” had factor loading of 0.739 and the lowest item “The organization does meet the expectation of its donors within each

performance period” had a measure of 0.561. All the six items were therefore retained for further analysis.

Table 3: Factor Loading for Strategic Implementation

Statements	Factor Loading
Our organization effectively achieves the set annual objectives	0.640
Our organization achieves timely completion of projects for its various programmes	0.739
Our organization efficiently completes projects for its various programmes (within cost estimates)	0.610
The clients (customers) our organizations are satisfied with services offered	0.579
The organization does meet the expectation of its donors within each performance period	0.561
The Organization effectively has met the set expectations in impacting the communities it serves	0.730

Descriptive Analysis

People Alignment

The study sought to establish whether in the organization every employee, from top to bottom knew and understood the organizations strategy; every employee had clear goals and clearly saw how

his/her her work contributed to the achievement of broader organizational goals; when there was change in strategy staff were informed on the change and prepared for change; staff and management engaged in open and frequent communication among others. The results were presented in Table 4.

Table 4: People Alignment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Every employee, from top to bottom knows and understands the organizations strategy	0.00%	0.00%	9.50%	51.20%	39.30%	4.30	0.636
Every employee has clear goals and clearly sees how his/her her work contributes to the achievement of broader organizational goals	0.00%	1.20%	2.40%	48.80%	47.60%	4.43	0.607
Employees buy into the overall organizational goals and are committed to the realization of these goals	0.00%	0.00%	8.30%	33.30%	58.30%	4.5	0.649
When there is change in strategy staff are informed on the change and prepared for change	0.00%	0.00%	3.60%	47.60%	48.80%	4.45	0.568
The employees embrace the organizational values and	1.20%	0.00%	7.10%	46.40%	45.20%	4.35	0.72

reflect these values in their conduct and work processes								
The organization has reward systems in place for individual/teams good performance.	2.40%	15.50%	19.00%	40.50%	22.60%	3.65	1.07	
Our organization collects information from staff about how well things are working in the organization	1.20%	0.00%	7.10%	52.40%	39.30%	4.29	0.704	
Staff and management engage in open and frequent communication	4.80%	13.10%	23.80%	35.70%	22.60%	3.58	1.122	
Teams in the organization work closely in cooperation to meet customer expectations	1.20%	2.40%	13.10%	48.80%	34.50%	4.13	0.818	
When there is process change staff are trained on the new processes to enhance capacity and capability in execution of their tasks	0.00%	3.60%	4.80%	46.40%	45.20%	4.33	0.734	
Staff members are placed according to their skills and competencies in the various parts of the organization.	0.00%	0.00%	6.00%	45.20%	48.80%	4.43	0.607	
Organizational strategies guide the identification of skills and knowledge staff need to have	1.20%	5.50%	15.20%	38.50%	39.60%	4.2	0.511	
Average						4.22	0.728	

The average mean of the responses was 4.22 which means that majority of the respondents were agreeing to the statements while the standard deviation was 0.728 meaning that the responses were clustered around the mean response. These findings concur with Ramadan (2015) who noted that NGOs that have good communication channels would increase their level of coordination and sustain a good flow of information among employees which would ultimately contribute to the level of effectiveness of projects. The findings are also consistent with the study of Maditinos *et al.* (2014) who concluded that an organization that

provides its employees with training has higher probability of accomplishing successful implementation. Sue and Khawaja (2015) approved statistically the crucial effect of employee's sufficient capabilities at all the managerial levels on the success of strategy execution

Correlation analysis indicated that people alignment was positively and significantly associated to strategy implementation. People alignment was a good predictor in explaining strategic implementation. Regression of coefficient revealed that there was a positive and significant influence of people's

alignment on strategy implementation ($r=0.221$, $p=0.002$). This was supported by a calculated t-statistic of 3.242 that is larger than the critical t-statistic of 1.96. This means that a unitary increase in people alignment leads to an increase in strategy implementation by 0.221 units while other factors are held constant. The study adopted the alternative hypothesis that there is positive and significant relationship between people alignment and strategy implementation in NGOs in Kenya.

Strategic Leadership

The moderating variable for the study was strategic leadership. Under this category the study sought to investigate whether the top management leadership develops a clear long-term vision for the organization; the top management; the top management team outlines the core values and ideology that the organization should live by rallies support and commitment from the staff to believe and pursue the vision fervently among others. Results were as presented in Table 5.

Table 5: Strategic Leadership

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
The Top Management Leadership develops a clear long-term vision of the organization,	1.20%	1.20%	0.00%	21.40%	76.20%	4.7	0.655
The Top Management Team rallies support and commitment from the staff to believe and pursue the vision fervently.	0.00%	0.00%	1.20%	50.00%	48.80%	4.48	0.526
The top management team outlines the core values and ideology that the organization should live by	0.00%	0.00%	6.00%	33.30%	60.70%	4.55	0.609
The top management team communicates the vision and reinforces it throughout the organization consistently	0.00%	1.20%	4.80%	54.80%	39.30%	4.32	0.624
The Top Management Team translates the generalities of the vision into specific targets for all divisions in the organization	0.00%	0.00%	9.40%	60.20%	30.30%	4.23	0.591
Average						4.46	0.601

Ninety four point five percent (94.5%) of the respondents agreed to the statements on strategy alignment and that top Management Leadership develops a clear long-term vision of the organization. The average mean of the responses was 4.46 which means that majority of the respondents were agreeing to the statements in the questionnaire while

the standard deviation was 0.601 meaning that the responses were clustered around the mean response.

Correlation analysis indicated that the moderating effect of strategic leadership was positively and significantly associated to strategy implementation. Strategic leadership was a positive and significant moderating variable for strategy alignment $0.000 < 0.05$, process alignment $0.002 < 0.05$, customers

alignment 0.000<0.05 and people alignment 0.001<0.05

Strategic Implementation

The independent variable of the study was strategy implementation. The study sought to establish whether organizations effectively achieve the set

annual financial and strategic objectives; the organization has consistently achieved its long term objectives (1 to 5 years) as set out in the strategic plan; Our organization achieves timely completion of projects on its various programmes among others. Results are as presented in Table 6.

Table 6: Strategic Implementation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Our organization effectively achieves the set annual objectives	9.50%	6.00%	14.30%	47.60%	22.60%	3.68	1.17
Organization effectively has met the set expectations in impacting the communities it serves	11.90%	10.70%	16.70%	33.30%	27.40%	3.54	1.32
Our organization achieves timely completion of projects for its various programmes	10.70%	10.70%	20.20%	35.70%	22.60%	3.49	1.25
Our organization efficiently completes projects for its various programmes (within cost estimates)	9.50%	13.10%	17.90%	28.60%	31.00%	3.58	1.31
The clients of our organizations are satisfied with services offered	12.00%	10.80%	20.50%	42.20%	14.50%	3.36	1.21
The organization does meet the expectation of its donors within each performance period	15.50%	9.50%	4.80%	23.80%	46.40%	3.76	1.50
Average						3.56	1.29

Results in Table 6 showed that 70.2 % of the respondents agreed that their organization effectively achieved the set annual objectives, 60.7% of the respondents agreed that their organization effectively met the set expectations in impacting the communities it serves. These results differed with the finding of Baroto *et al.* (2014) who assert that strategy may not succeed in 75% of the cases and according to Kaplan and Norton (2006) consequences showed that 70% to 90% of organizations fail to realize the success of implementing their strategies.

Similarly, 58.3% of the respondents agreed that their organization achieved timely completion of projects

for its various programmes. The results implied that annual objectives, set expectations in impacting the communities it serves and timely completion of projects was achieved by the organizations. Again these results differed with the finding of Barrows (2011) who identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges.

Similarly, 59.6% of the respondents agreed that their organization efficiently completed projects for its various programmes (within cost estimates) differing with Bolboli and Reiche (2013) who noted that one of the key reasons that organizations do not

achieve their strategy goals is because leaders do not invest the same amount of time, energy and

resources in managing the execution of the strategy as they do in strategy formulation.

Hypotheses Testing

Table 7: Summary of Hypotheses

Objective	Objective	Hypothesis	Rule	p-value	Comment
No					
Objective 1	To explore the influence of people alignment on strategy implementation in NGOs in Kenya.	H ₀₁ There is no significant influence of customer alignment on strategy implementation in NGOs in Kenya	Reject H ₀₄ if p value <0.05	p<0.05	The null hypothesis was rejected; therefore, there is positive and significant influence of people alignment on strategy implementation in NGOs in Kenya.
Objective 2	To establish the moderating effect of strategic leadership on the influence of strategic alignment on strategy implementation.	H ₀₂ : There is no significant moderating effect of strategic leadership on the influence of strategic alignment on strategy implementation.	Reject H ₀₅ if p value <0.05		Strategic leadership has a significant moderating effect on the influence of strategic alignment on strategy implementation.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concluded that people alignment has a positive and significant influence on strategic implementation in HIV/AIDS NGOs. Through people alignment employee motivation is likely to be enhanced where employees can clearly see how their work contributes to broader organizational and governmental goals. This demonstrates how they are making a difference. Communication of organizational goals to employees and translating these goals into group and individual level plans can aid the understanding of strategy implementation process. Alignment can be achieved through various other means: for example, group members engaging in open and frequent communication, as well as involving employees in meetings of senior managers within and outside of

their organization. This will enhance an employee's understanding of organizational priorities beyond their project (division, branch or section). It will also provide clarity as to why decisions were made and why a particular direction or focus has been adopted. Moreover, when there is change in strategy staff needs to be informed on the change and prepared for that change while at same time paying concern to the employee rewarding system.. Staff members' need to be placed according to their skills and competencies in the various parts of the organization to help them achieve their potentials.

From the findings, the study concluded that Strategic leadership has a positive and significant moderation on the influence of people alignment on strategy implementation in HIV/AIDS NGOs. Strategic leadership involves the influencing others to

voluntarily make day-to-day decisions that enhance the long-term organization's viability. It incorporates visionary and managerial leadership by simultaneously allowing for risk taking and rationality. By the accomplishment of strategic leadership, a leader will have more time and a greater capacity to focus on other ad hoc issues such as adapting the vision to a changing business environment. The qualities of a strategic leader are consistency, analytics and developmental approach to the strategy, structure and systems of an organization, which is the definition proposed for strategic leadership. Top Management Leadership needs to develop a clear long-term vision of the organization, rally support and commitment from the staff to believe and pursue the vision fervently and translate the generalities of the vision into specific targets for all divisions in the organization. With strategic leadership in place, strategy implementation in the organization can be realized.

Recommendations

Strategy implementation managers should attend to people alignment in order to achieve their objectives of strategy implementation. They should ensure that communication of strategy to all staff helps should spell clearly the objective and performance measures within the organization. Staff members' should be placed according to their skills and competencies in the various parts of the organization to help them achieve their potentials. Management Leadership should also develop a clear long-term vision of the organization, rally support and commitment from the staff to believe and pursue the vision fervently and translate the generalities of the vision into specific

targets for all divisions in the organization. With strategic leadership in place, strategy implementation in the organization can be realized.

The study recommended the policy makers to formulate policies that can enable people alignment facilitate strategy implementation.

The study has expanded the knowledge on the relationship between people alignment and strategy implementation and it has further contributed to existing literature on strategic alignment and strategy implementation. The study recommended that researchers should focus on developing theories and conceptualization models on people alignment and strategy implementation that will enhance the knowledge on strategy innovations. This will be more prudent than relying on theories from specific contexts.

Areas for Further Studies

Further research can focus on effects of people alignment on strategy implementation. on different sectors which are not a non-governmental organizations, preferably government set up or private sector.

Future studies may consider a different moderator when conducting a study on people alignment and strategy implementation. Such moderators may include firm size, government policies and staff work life balance to ascertain their moderating effect. The studies may also include both moderating and intervening variables to check on their influence on the relationship between people alignment and strategy implementation.

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